

## Referendum in Russia

Can Yeltsin win and will it matter if he does?

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## Sales on the skids

Mercedes-Benz: oh Lord won't you buy me?

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## Attali's empire

The inside story of the EBRD

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## Tomorrow's Weekend FT

Russian rebels silenced by the syringe

# FINANCIAL TIMES

Europe's Business Newspaper

FRIDAY APRIL 23 1993

D8523A

## Fall in UK jobless figures bolsters hope of upturn

UK unemployment fell in March - the second month running - confounding expectations among financiers and politicians that it would rise and boosting hopes that the recession is over.

The surprise 26,000 decline in the seasonally adjusted jobless total to 2.94m last month helped give a strong upward push to sterling. Page 8; Editorial Comment, Page 15; Lex, Page 16

**Clinton 'disappointed'** President Bill Clinton said he was disappointed but not disheartened after being forced to abandon all but a fragment of a projected \$16bn package of measures to stimulate the economy. Page 16

**UK may back US bombing moves** Britain signalled its readiness to give reluctant backing to a move by the US administration to bomb Serbian supply lines in Bosnia or to lift the international arms embargo on the Bosnian Muslims. Page 2; Clinton calls the shots, Page 14

## Benazir's husband joins government

Asif Ali Zardari, (left) 38-year-old husband of former Pakistani prime minister Benazir Bhutto, was sworn in as a minister in the country's five-day caretaker government. Zardari took the oath of office just two months after being released on bail having served two years in jail. He was acquitted on nine of 12 cases filed against him, including murder. The appointment is a further sign of a rapprochement between Ms Bhutto and the president. Page 6

**Mercedes-Benz**, mainstay of the German Daimler-Benz group, hopes to stop the profits slide this year in spite of a slump in turnover and unexpected operating losses in the first quarter. Page 17

**Tokyo keeps up attack** Japanese business leaders, senior government officials and politicians attacked US economic policy towards Japan as the yen rose to another postwar high against the dollar in Tokyo. The dollar closed at ¥110.20. Page 6

**Amato hands in resignation** Italian prime minister Giuliano Amato formally resigned and was asked to remain as caretaker premier while President Oscar Luigi Scalfaro tried to assemble a new government. Page 2

**Swedish austerity package** Sweden's centre-right minority government announced further deep spending cuts and measures to tackle unemployment. Page 16

**Salomon**, Wall Street securities house and energy trading group, announced a \$65m pre-charge net loss for the first quarter after its Salomon Brothers brokerage subsidiary went into the red because of losses on proprietary trading activities. Page 17

**Axa**, French insurance company, announced a 35 per cent fall in group profits for the year to FF71.54bn (\$244m) and expressed confidence about the future profitability of its investment in The Equitable of the US. Page 18; Lex, Page 16

**Palestinians shot** Israeli soldiers shot and wounded at least 24 Palestinians in a second day of demonstrations in the Gaza Strip.

**PSA Peugeot-Citroen**, French car group, reported a 39 per cent fall in profits to FF3.37bn (\$184m) last year. Page 17; Peugeot loses resale court fight, Page 2

**Andries Treurnicht dies** South African pro-apartheid Conservative party leader Andries Treurnicht died aged 72. Page 6

**Waco investigation starts** Work started on removing bodies from the remains of the cult compound at Waco, Texas, in which 86 are believed to have died. Investigators are looking into the possibility that David Koresh's followers died in a mass murder rather than suicide.

**Unity front in Bonn** French prime minister Edouard Balladur made no request for gestures of solidarity from Chancellor Helmut Kohl during a visit to Bonn. Page 16

**Death sentence for fundamentalists** Seven Egyptian Muslim militants were sentenced to death by a military court near Cairo for charges that included attacks on foreign tourists and conspiring to topple the government.

STOCK MARKET INDICES			
FT-SE 100	2881.1	(+11.5)	
Yield	3.98%		
FT-SE Eurotrack 100	1184.35	(+0.54)	
FT-A-M Share	1412.85	(+0.57)	
Nikkei	19,591.31	(-151.70)	
New York Composite	4,441.05	(-21.61)	
Dow Jones Ind Ave	3,461.05	(-21.61)	
S&P Composite	4,441.05	(-21.61)	
US LUNTIME RATES			
Federal Funds	3%		
3-mo Treas Bill	2.85%		
Long Bond	104%		
Yield	5.75%		
LONDON MONEY			
3-mo Interbank	5.1/5.2	(same)	
Libor 3m	5.1/5.2	(same)	
Libor 6m	5.1/5.2	(same)	
Libor 12m	5.1/5.2	(same)	
NORTH SEA OIL (Argus)			
Break 15-day (Jun)	\$18.75	(18.50)	
Oil	\$18.75	(18.50)	
Oil	\$18.75	(18.50)	
New York Comex (Jun)	\$342.5	(340.7)	
London	\$340.15	(338.0)	

Austria	Sch20	Greece	D200	Lat	L100	Qatar	C100	Saudi	S11
Bahrain	D1250	Hungary	R172	Mex	M200	Singapore	S240	Singapore	S240
Belgium	FF500	India	R172	Norway	N200	Spain	P200	Spain	P200
Bulgaria	L200	Italy	R172	Peru	P200	Sweden	S240	Sweden	S240
Czech Rep	C200	Indonesia	R200	Poland	P200	Switzerland	S240	Switzerland	S240
Denmark	D200	Japan	Y200	Romania	R200	Taiwan	T200	Taiwan	T200
Egypt	E200	Korea	W200	Slovenia	S200	Thailand	T200	Thailand	T200
Finland	F200	Malaysia	M200	Slovakia	S200	Turkey	T200	Turkey	T200
France	FF500	Philippines	P200	Slovenia	S200	Ukraine	U200	Ukraine	U200
Germany	D200	Singapore	S240	Slovenia	S200	Yemen	Y200	Yemen	Y200

## Tehran used loans from BNL Atlanta to buy arms

By Alan Friedman in New York

THE Atlanta branch of Italy's state-owned Banca Nazionale del Lavoro - already embroiled in scandal over \$5bn of loans that helped fund Iraq's war machine - also provided secret loans which were used to finance arms sales to Iran.

Italian government documents obtained by the Financial Times show that BNL Atlanta lent \$20m

to countries including Iran, the former Soviet Union, Turkey and Jordan. Like the clandestine Iraqi loans, a large number of these additional loans were made without any formal notification to BNL's head office in Rome.

Part of the secret \$20m of non-Iraqi loans was used to help finance shipments of militarily useful equipment from US and European companies to Tehran, according to a US government

official familiar with the case. Some of the shipments would have violated the United Nations embargo on arms sales to Iran and Iraq during the 1980-88 war between those two countries.

The additional loans, made in the mid and late 1980s, extend the scope of the BNL scandal well beyond the bank's Atlanta branch and the issue of the Iraqi loans.

Earlier this week, it emerged that US investigators are also looking at BNL's Argentine operations to see if any of the bank's funds in Buenos Aires were used to help finance Iraq's Condor 2 nuclear-capable missile project.

BNL's head office in Rome has said it is unaware of any links between its Argentine branch and companies that worked on the Condor 2 missile project. Last night, the bank said it was

unaware of the Iran loans from Atlanta.

However, a senior BNL executive said yesterday that at the time of the August 4 1989 FBI raid on BNL's Atlanta branch, a total of \$735m of exposure resulting from non-Iraqi loans was discovered, of which \$417m was US government guaranteed.

He said that he could not rule out that other non-Iraqi loans had been made by the Atlanta

branch and already repaid by the time of the FBI raid.

In Venice, meanwhile, an Italian state prosecutor investigating the BNL affair has asked a court to convict and sentence to six-year prison terms Mr Nerio Nesi and Mr Giacomo Pedde, the former BNL chairman and director-general respectively, for making alleged illegal BNL-funded arms

sales. The court also ordered the two men to pay compensation to the state for the damage to its reputation.

Continued on Page 16

## Bundesbank cuts rates to combat slowdown

By David Walker in Frankfurt, Quentin Peel in Bonn and James Blitz in London

THE Bundesbank yesterday cut both of its main interest rates in a move which was seen as the clearest indication yet that it is concerned about the slowdown in the German economy and the prospect of renewed pressures inside the European exchange rate mechanism.

The central bank's policy-making council decided at its scheduled meeting to reduce the discount rate, the floor for money market rates, by 0.25 of a percentage point to 7.25 per cent. It also cut the Lombard rate - an emergency ceiling for bank borrowing - by 0.5 points to 8.5 per cent.

The timing of the rate cuts took financial markets by surprise. On Wednesday, the Bundesbank had announced worse than expected figures for money-supply growth, creating the impression that a further easing in monetary policy was unlikely to take place for some weeks.

The cuts in interest rates also came despite the fact that inflation in Germany is running at 4.2 per cent, more than twice the Bundesbank's long-term target of 2 per cent inflation.

Mr Helmut Schlesinger, Bundesbank president, said he remained fully committed to the objective of cutting inflation. He presented said the cuts as part of the central bank's cautious approach to the easing of monetary policy which had led to stable conditions on capital and money markets.

Mr Schlesinger also said, despite this week's worse than expected data, the Bundesbank's money supply was growing at a level consistent with its medium-term inflation objective of 2 per cent.

In March, the M3 measure of money supply growth rose at an annualised, seasonally adjusted rate of 3.2 per cent. This was

## Bank president says he has 'much to learn' from criticisms

### Attali says he will stay in office at EBRD

By Robert Peston, Banking Editor, in London

MR JACQUES ATTALI, president of the European Bank for Reconstruction and Development, said yesterday that he had "much to learn" from criticisms that controls of expenditure at the bank had not been tight enough.

However, he added: "I am not planning to resign". Mr Attali said that "more than two or three" of the bank's governors, who are finance ministers or top officials from the 56 countries and agencies which own the bank, had telephoned him to offer support, following criticisms of his stewardship of the bank.

He said that the "most important question which needs to be answered" is whether this bank needs to exist or not. The importance of the bank, which provides loans and investments to encourage the growth of market economies in eastern Europe and the former Soviet Union, is that "it is part of the international response to the urgent need of central and eastern Europe".

Mr Attali was speaking as the bank published its annual report for 1992. The report says that the board approved 54 investment projects in the year with a total EBRD contribution of Ecu1.2bn (\$1.46bn). However, just Ecu1.26m was disbursed, consisting of Ecu75.8m of loans and Ecu50m of equity injections.

He said it was "entirely legitimate for the press to raise questions about the way in which we conduct our affairs". He justified the lavish furnishings of the bank's new headquarters, in London's Broadgate complex, by saying that work on fitting out the building was proceeding "within the approved budget". He did not comment on the issue of whether the budget itself was excessive.

"With the benefit of hindsight, it is clear that we should have done certain things differently," he said. The replacement of the building's existing marble with new marble, at a cost of at least £750,000, fell "into this category".

He said the bank's "overriding



EBRD president Jacques Attali in London yesterday: certain things should have been done differently

concern now is to learn from this experience". In order to tighten control over spending, Mr Attali said he was dividing the responsibilities currently held by Mr Pissaloux, who is both director of Mr Attali's cabinet and director of the budget.

He said there would now be "a full-time director" with budgetary responsibilities and a separate

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Annual report details, Page 3

## Corruption charges threaten Yeltsin's referendum hopes

By John Lloyd in Moscow

PRESIDENT Boris Yeltsin last night faced the gravest threat to the success of his referendum campaign when the prosecutor-general's office issued a statement implicating the Russian defence minister in "illegal deals" involving former Soviet military property in east Germany.

General Pavel Grachev, the defence minister, has strongly supported Mr Yeltsin and has so far ensured the loyalty of the military. One source close to the security services said last night that he would be forced to resign.

The allegations came at the end of a day in which the bitter-ness between Mr Yeltsin and par-

liament erupted in a series of charges and counter charges. The parliamentary press office distributed a statement, claimed to be based on security services' information, that Mr Yeltsin planned to falsify the results of Sunday's referendum and to impose presidential rule with the help of armed Cossack regiments.

The country's main headline groups announced the formation of a public committee for the protection of the constitution, uniting nationalist and communist parties and previously centrist parliamentary factions.

Mr Vladimir Isakov, leader of the Russian Unity faction, said the group would use "all means including civil disobedience and resistance... if we encounter

open violence to the constitution this means we will defend the constitution by the use of force".

Mr Yeltsin, on a campaign trip to the city of Izhevsk in the Udmurt Republic, promised "tough measures" against the opposition.

The corruption allegations against Gen Grachev came a week after Gen Alexander Rutskoi, the vice-president, who has emerged as the main opponent of Mr Yeltsin, alleged massive corruption on the part of close presidential aides - including a charge that Mr Mikhail Poltoranin, head of the Federal Infor-

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## NEWS: EUROPE

## The Bundesbank springs another interest rates surprise

By David Waller in Frankfurt and Quentin Peel in Bonn

THE Bundesbank proved once again yesterday that it likes nothing better than to be the master of the unexpected.

On Wednesday, the bank published poor money supply figures, and Mr Theo Waigel, the finance minister, issued a dire prognosis about the state of public finances.

Neither development was thought likely to encourage further loosening of German monetary policy and economists and bond traders had

resigned themselves to a quiet Thursday afternoon contemplating the German central bank's profit figures - the reason given in advance for yesterday's press conference.

The Bundesbank was almost predictably unpredictable yesterday, wrong-footing observers with cuts in official rates. The Lombard rate was cut 0.5 per cent to 8.5 per cent and the discount rate by 0.25 per cent to 7.25 per cent - the first cuts in official rates since March 18.

In the weeks since the last cut, the market's attentions had been focused on the Bundesbank's weekly

activities in the money markets. Week by week throughout April, the German central bank tantalised observers by making a series of minuscule cuts in the rate at which it provides wholesale funds to the banking community.

This created the psychological climate where markets were prepared to continue being disappointed - and found themselves pleasantly surprised yesterday - even though the cuts in themselves were hardly going to reverse Germany's increasingly severe recession.

Mr Helmut Schlesinger, Bundes-

bank president, made little direct reference to the real economy yesterday, saying the decision was justified because money supply for all the short-term disappointment of Wednesday's figure - was again under control.

However, economists are convinced the Bundesbank is increasingly tailoring monetary policy to developments in the real economy. The gravity of the recession was underscored by figures from Bonn on Wednesday showing the economy had further deteriorated since March.

And Mr Waigel's forecast that his central government budget deficit could reach DM68bn-70bn, compared with an earlier forecast of just DM54bn, has shaken business confidence. The main factors in the increase are the costs of higher unemployment, a shortfall in tax revenues, and the burden of subsidising eastern Germany.

Inflation is still running at over 4 per cent in the west of Germany - more than twice the central bank's long-term target of 2 per cent. In this context the rate cut shows the Bundesbank's recognition of the severity

of the downturn, economists said. Yesterday's cuts have already set off expectations of further reductions soon. June 17 is already being touted as the date for the next cut in official rates.

The Bundesbank, however much it may now be committed to bringing rates down further, is likely to do this only in a way which continues to maintain the element of uncertainty. It is eager to avoid the danger that the D-Mark will weaken as investors make the assumption that German interest rates are set to plunge rapidly and quickly.

## Saatchi in wings for debut of the Yeltsins

By John Lloyd in Moscow

A SLICE of life in the Yeltsin household broadcast earlier this week on Russian television instantly became a big talking point. It was something akin to the reaction of the British on seeing the family life of the royal family for the first time three decades ago. But how natural was it?

Saatchi and Saatchi, the advertising agency credited with past successes for the British Conservative party, thinks it may have been in part their work.

Speaking yesterday for the first time about the part the agency has played in assisting Mr Yeltsin in his referendum campaign, Mr Steve Hilton, a Saatchi executive, said he had worked with a Russian agency in the weeks before the campaign and made a series of recommendations about Mr Yeltsin's image - recommendations which seem to have been heeded.

In association with Gallup Poll and basing his recommendations on group discussions with Russian citizens in half a dozen cities, Mr Hilton wrote a memorandum last week which advised the Russian leader to play to his perceived strengths.

"People saw him as strong so we advised him to put himself forward as a strong leader for a strong Russia. He was seen as mainly and as simple, straightforward."

The film of the Yeltsins at home featured all of these characteristics.

Another of the Saatchi-Gallup findings was that the Russian Congress of Peoples' deputies was deeply unpopular.

"We found nobody with a good word to say about them. So we advised that Yeltsin could be very negative about them; much more negative than would have been the case in a western campaign." Mr Yeltsin, and his ministers and aides, have represented the Congress as Communists who want to turn the clock back to the worst days of the Soviet Union.

"We thought that this should be a very Russian campaign," said Mr Hilton. "We advised that there should be a lot of endorsements from famous people, like actors and actresses, so that the idea of voting for Yeltsin would be fashionable."

Mr Yeltsin has the wholehearted backing of the intelligentsia and the artistic circles of Moscow - meeting them in the Bolshoi theatre and being welcomed on platforms by famous actresses.

"We didn't have much time," says Mr Hilton, who had worked on last year's UK Conservative campaign for months before the general election. "And I thought at first that it was almost a lost cause. We weren't able to do poster and television campaigns: all we could do was to recommend them with Mr Yeltsin and his supporters could stress in speeches and in briefings to the media."

The Saatchi effort was spearheaded in Moscow by Mr Hilton, who travelled throughout Russia with Mr Gordon Heald of Gallup to listen for himself to the opinions of Russians. In overall command in London was Mr John Maples, a former treasury minister who, since his defeat in the last election, has been head of Saatchi's government communications worldwide division.

Because of the sensitivities of the president's team about being seen to be advised by foreign companies, Saatchi and Gallup worked with the Mnenie ("Opinion") polling company.

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## Spain acts to defend peseta's EMS rate

By Tom Burns in Madrid

THE BANK of Spain raised its unofficial intervention rate yesterday and intervened strongly on the money markets to defend the peseta's central parity rate with the exchange rate mechanism of the European Monetary System.

Speculation against the peseta brought it down to a low of Ptas3.10 to the D-Mark before the Madrid authorities took action, raising the overnight rate from 13.35 to 14 per cent, and part of Spain's \$45bn reserves were put aside for the peseta's defence.

The action served to steady the peseta and lifted it to Ptas72.80 against the D-Mark, above its Ptas72.88 parity in the Exchange Rate Mechanism. The markets are however watching for clearer signals today when the Bank of Spain sets its benchmark intervention rate at an auction for certificates of deposits.

The attack on the peseta, and the defence of it, highlighted the nervousness surrounding the Spanish currency, for the developments occurred before Germany's Bundesbank cut its Lombard and discount rates.

At the root of speculation against the peseta is the political instability that has engulfed Spain ever since Prime Minister Felipe Gonzalez last week announced a snap election to be held on June 6. Fuelled by the speculative attacks is, on one hand, the belief that the Spanish economy is in the midst of a recession and that the peseta is strongly overvalued, particularly in the wake of the Bundesbank's rate cuts.

On the other hand, the market perception is that the ruling Socialist party will do all that lies within its power, using the Bank of Spain's reserves as necessary, to ensure monetary stability before the elections.

## Peugeot loses resale court fight

By Andrew Hill in Brussels

PEUGEOT, the French car maker, will have to allow its Belgian and Luxembourg dealers to supply independent intermediaries with cars for resale in other countries, following a European Court ruling yesterday.

The decision should end Peugeot's long-running legal campaign against Ecoystem, a Rouen-based intermediary which resells cars bought at lower prices in Belgium and Luxembourg.

The court yesterday threw out appeals from Peugeot against a December 1991 European Commission decision, forcing the carmaker to lift its ban on dealers in those countries supplying Ecoystem.

Under EC rules, it is not illegal for intermediaries to import cars on behalf of individual customers. Sir Leon Brittan, then competition commissioner, warned the French car maker in 1991 that its Belgian and Luxembourg dealers would forfeit protection from normal competition rules if the restrictions were not ended.

At the same time, the Commission laid out a code of buying and marketing practices for intermediaries.

The Peugeot/Ecoystem case has been at the centre of an often acrimonious debate about the exclusive dealership system operated by European car manufacturers. The system is exempt from competition rules until 1995, and consumer groups complain that it helps perpetuate price differences across Europe.

Car makers say the dealership system is needed to ensure a proper after-sales service. They say car price differences are mainly due to other factors, such as discrepancies between car taxes.

Peugeot results, Page 18

## UK may back US on bombing Serbs

By David White and Philip Stephens in London and Laura Silber in Belgrade

BRITAIN signalled yesterday that it was ready to give reluctant backing to a move by the US administration to bomb Serbian supply lines in Bosnia or to lift the international arms embargo on the Bosnian Muslims.

As Washington continued to weigh its responses to the latest Serbian advances in the former Yugoslav province, senior British ministers said that they now judged President Bill Clinton almost certain to announce new measures against the Serbs.

The London government has drawn up detailed contingency plans to withdraw at short notice its 2,400-strong contribution to the UN humanitarian effort if the US stance brings an escalation in the fighting.

Mr Douglas Hurd, the foreign secretary, told a cabinet meeting that it was uncertain whether he would choose lifting the arms embargo or the threat of air strikes. But ministers concluded that in either case it would be impossible for Britain to stand out against such a move.

Meanwhile, Canadian UN troops in Srebrenica are prepared to use force to protect the demilitarised zone, the commander of the UN Protection Force in former Yugoslavia said yesterday.

"The order is that the [troops] protect this demilitarised zone as peacekeepers," Lt Gen Lars-Eric Wahlgren, the UN Protection Force (Unprofor) commander, said at a news conference in Zagreb. "That means that if somebody tries to enter it with force, they will use force in self-defence."

However, a UN official said the remarks by Gen Wahlgren did not imply the troops were ready to defend the eastern Bosnian town if the ceasefire broke down and Serb besiegers resumed shelling. "We have no mandate, no ability and no intention of defending Srebrenica by the use of force," the official said.

The 150-strong UN contingent consists of lightly-armed infantry soldiers with thinly-armoured personnel carriers



Gen Lars-Eric Wahlgren shows a computer map of the besieged Bosnian town of Srebrenica to the press at Unprofor headquarters in Zagreb yesterday

and a few trucks and jeeps. The nearest reinforcements are Canadian and British soldiers at Tuzla, 60km away and the other side of the confrontation line.

The cease-fire in Srebrenica which was agreed by the Bosnian Serb and Muslim military commanders last weekend was holding and an Unprofor spokesman in Sarajevo said that UN troops had completed the destruction of weapons handed in by

the Muslim defenders of the town.

However, one of the commanders of the Serb besieging forces said that the Muslims had surrendered "a ridiculously small" quantity of "mainly obsolete and useless" arms.

In central Bosnia, Muslim and Croat forces, once allies in the struggle against the Bosnian Serbs, continued to fight for territory, breaking a brief ceasefire negotiated hours earlier.

The UN Security Council said on Wednesday that it was appalled by the atrocities against civilians in the area. "In particular the setting on fire of Muslim houses and the shooting of entire families in two villages by Bosnian Croat paramilitary units."

Some 250 people, mainly civilians, have died in the Croat-Muslim clashes over the past few days.

Muslim-controlled Sarajevo radio said Croat forces had captured the

town of Vares, 35km north of the Bosnian capital. It accused the Croats of shelling Muslim positions around Klisak, to the west of Sarajevo.

The radio also said that 12 people died in the shelling of Gorazde over the last 24 hours.

In western Croatia, one Czechoslovak peacekeeper was killed and two wounded in a Croat attack on Gospić, amid mounting clashes between Croat and Serb forces.

## EC states split over carbon tax controversy

By David Gardner in Brussels

CONTROVERSIAL plans for a European Community energy tax to combat global warming look unlikely to progress much further when environment and energy ministers of the 12 member states meet in Luxembourg today.

Although six EC countries, led by Germany, formally supported the tax last month, opposition to the levy, spearheaded by the UK and Spain, looks set to prevent any unanimous recommendation to the EC's finance ministers, with

whom the final decision rests. Today's extraordinary "jumbo" Council of Ministers was called by the Danish presidency of the EC in the hope of getting a political agreement to introduce the tax when finance ministers meet in June.

But the draft conclusions prepared for the ministers by senior officials of the 12 reveal a clear split which today's meeting may be able to paper over but is unlikely to resolve. "The idea was to send a clear signal" to the June finance ministers' meeting, said one senior UK official. "But if

there's a split it will be a mixed signal."

The tax would put \$3 on each barrel of oil equivalent, rising to \$10 by the year 2000, half on the fuel content of all non-renewable fuel and half on its carbon content.

Germany, the Netherlands, Belgium, Italy, Luxembourg and Denmark all insist it is indispensable if the EC is to meet its commitment to stabilise carbon dioxide emissions at 1990 levels by 2000. At the conclusions for the tax to be recognised as "a key element

of the global strategy" to fight the greenhouse effect.

The UK has inserted the rival formula that "fiscal instruments at Community and/or national level may be necessary as elements of a global strategy" - an implicit reference by the government that its raising of fuel charges in the last budget will enable the UK to meet the emissions target without an EC-wide tax.

Ministers will today have to decide which of these counterpoised draft amendments they steer closest to. The Danish presidency is hoping to blunt

the opposition of the poorest four EC states led by Spain, by proposing a three-year pause before they would have to introduce the levy. France is equivocal about the mix of the tax, favouring instead a levy purely on fossil fuels in order to protect its extensive nuclear energy generation.

Supporters of the tax hope this week's promise by US President Bill Clinton to match the EC's emission stabilisation targets, along with US fuel tax plans, will strengthen their case. Introduction of the tax has been made conditional on

the EC's main trading partners adopting similar measures, to safeguard European competitiveness.

British officials were yesterday dismissive of the US moves, however. "Those noises are still some way from meeting the Community's conditionality targets," one said.

They add that European Commission studies, showing that purely national efforts to reach the EC stabilisation target, which would result in a 3 per cent increase in CO<sub>2</sub> emissions by 2000, are "well within the margin of error".

## Ukraine alters key nuclear clause

By Oleg Mamyayev in Kiev and John Lloyd in Moscow

UKRAINE'S parliament yesterday revived fears of a resurgence of nuclear tension in eastern Europe when it put into question the country's commitment to become a non-nuclear state.

In a closed session, the deputies in the Kiev parliament changed a key clause in a draft on military doctrine which read that Ukraine would in future become a non-nuclear state to read that nuclear weapons would stay on its territory for a "transitional period", according to deputies

after the session last night. Ukraine has 176 strategic nuclear missiles in its possession and under its control - in spite of repeated demands by Russia that it allow these missiles, part of the former Soviet nuclear force, to remain under complete Russian control.

The country has also so far refused to sign either the Start 1 or Start 2 treaties - a refusal which is jeopardising Russia's ratification of Start 2.

The ultimate decision and technical means to fire the missiles remain in Moscow. However, Russian security analysts said this week that Ukraine was capable of developing its own command and control system rapidly in a short period.

Despite the change, the draft doctrine fell some 37 votes short of being adopted when put to a vote of the deputies. According to Mr Stepan Khmara, a nationalist deputy, the draft was turned down because of continued dissatisfaction that it was "too mild".

Earlier, Mr Leonid Kravchuk, the Ukrainian president, had told a noisy chamber that the country must sign Start 1 and claim non-nuclear status. At the same time, Mr Kravchuk said that Ukraine had the right to expect greater compensation from the west for destroying the weapons. A senior official, speaking on condition of anonymity, said that "if the US had given money for this before, we wouldn't be having such debates today".

Ukraine has asked for \$2bn to help liquidate its nuclear weapon stock.

Parliament is due to return to the issue of the military doctrine next month. However, even liberal deputies were last night forecasting that the likely trend in the parliament was towards retention of nuclear force for the foreseeable future.

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## Amato hands in resignation

By Robert Graham in Rome

THE search began last night for a new Italian government based on a broader political consensus to carry out reform of the electoral system.

This followed the formal announcement by Prime Minister Giuliano Amato that he was handing in the resignation of his four-party coalition to President Oscar Luigi Scalfaro. The coalition of Christian Democrats, Socialists, Social Democrats and Liberals was formed on June 30 last year.

Mr Amato had foreshadowed the end of his government, Italy's 51st since the war, in a statement to parliament on Wednesday. However, he waited until the end of yesterday's one-day parliamentary debate on the impact of Sunday's referendum result before informing parliament.

This was to observe a constitutional nicety - if the announcement had been before the debate, the debate itself could not have been held.

Mr Scalfaro is expected to play a key role in brokering an agreement. It is the first time an Italian president has found himself in such a pivotal position, with the leaders of the main parties, who have traditionally dictated the choice of governments, having such reduced power.

The president has conducted

informal soundings and he has made it known he is anxious to see a new government formed as soon as possible to avoid a power vacuum. But as yesterday's debate showed, the forging of a consensus round a government with broad parliamentary support could prove difficult.

During the debate Mr Mario Segni, the leader of the referendum movement whose political position has been boosted by the overwhelming endorsement of his referendum proposal to reform the Senate electoral law, avoided any suggestion he might be willing to head a new government. This contrasted with his offer to head a government in the wake of last April's general election.

However, Mr Umberto Bossi, leader of the Lombard League which controls nearly a third of the vote in northern Italy, backed the idea of a Segni government. The other political leaders were clear in stating what they did not want but they were less so in demanding what they wanted. The only consensus was on avoiding an immediate dissolution of parliament and that the next government should have a limited timespan, sufficient to agree new electoral laws.

In any event the Amato government will continue on a caretaker basis.

مكثان التحويل



□ Different currencies show different spending levels □ Investment track record criticised □ Disbursement a headache in East Europe

## Overspend at bank put at 20%

By David Marsh and Andrew Jack

THE European Bank for Reconstruction and Development's accounts show spending on overheads last year exceeded its budget by 20 per cent in terms of European Currency Units.

The bank insists that its costs - most of which are paid out in the British currency - were in fact less than budgeted when measured in sterling.

Overhead expenses net of government grants came to Ecu50.7m, compared with the budgeted Ecu42.1m, up from only Ecu12.2m in the bank's start-up year in 1991.

At the Ecu exchange rate at the beginning of 1992, the budgeted figure for last year was the equivalent of £30.1m. At the Ecu rate at the end of 1992, the actual amount spent was the equivalent of £40.4m.

Despite this, EBRD officials said yesterday that, compared with the original sterling figures forecast for 1992, spending showed a slight fall.

EBRD officials said yesterday that the difference between the sterling and Ecu calculations partly reflected the impact of procedures for depreciation of capital spending. It said the discrepancy was also due to transactions carried out at the start of each year to translate the bank's income - denominated in Ecus, and accruing in a variety of currencies - into sterling for spending during the year.

This practice of "hedging" its Ecu income is meant to avoid exposing the bank to foreign exchange risks. In fact, it meant that the EBRD failed to benefit, as it would otherwise have done, from sterling's sharp fall against European currencies towards the end of the year.

The bank's overall administrative costs, including personnel costs, totalled Ecu96.5m last year, slightly higher than the budgeted Ecu85.3m.

The relatively small overshoot reflected the impact of lower-than-budgeted personnel costs, which amounted to Ecu45.5m compared with the budgeted Ecu45.5m - a fall



Smouha: lead partner in audit

which was presumably due to the decline of sterling during the year.

Mr Jacques Manardo, the principal accountant responsible for EBRD's audit, yesterday said he was fully satisfied with the internal controls operated by the EBRD. "It's a small, well managed operation. I don't perceive any lack of transparency," he said.

Deloitte Touche Tohmatsu won the audit for the EBRD after a competitive tender among the leading international accountancy firms.

The audit is co-ordinated from London, although the audit report is signed from Paris because that is Mr Manardo's base.

The lead partner on the audit is Mr Brian Smouha, liquidator of the collapsed Bank of Credit and Commerce International and a banking partner with Touche Ross, the DTT affiliate in the UK.

There are another four auditors in London, and about six more overseas, with auditing of loans and operations in eastern Europe co-ordinated by an accountant in DTT's Budapest office.

The accounts are prepared in accordance with international auditing and accounting standards, modified to meet the structure of the bank and certain EC regulations.

## Attali pledges to triple EBRD investments

Anthony Robinson takes stock of the Bank's successes and failures in stimulating private enterprise

"IT IS not fair to judge a new aeroplane by its altitude just after the take-off," Mr Jacques Attali, president of European Bank for Reconstruction and Development, protested yesterday as he summed up the first full year's operation of what he called this "unique" institution with its mandate to focus exclusively on helping the former Soviet bloc develop democracy and private enterprise.

Particularly, he might have added, as it was taking off with a newly recruited multinational crew from 40 countries and heading for the turbulence of unprecedented problems demanding innovative solutions.

Take for example the case of Balkancar, the Bulgarian fork-lift truck maker, which used to work round the clock on a three-shift basis supplying cheap, rugged forklifts to the entire Comsom market.

Its plants now work two or three hours a day, hundreds of workers face layoffs, the plant faces bankruptcy - but throughout the former Soviet Union, forklifts are being scrapped because of the lack of elementary spare parts.

Hungary's Ikarus bus factory, the Czech republic's CKD tram factory and Skoda's locomotive plant, which used to supply the Soviet railways, face a similar dilemma.

The EBRD, according to Mr Ron Freeman, the head of merchant banking, is currently looking for ways of helping Russia finance the import of spare parts from Balkancar to keep Russian factories and warehouses in operation and provide a breathing space until Balkancar itself can be reorganised and eventually privatised.

Searching for imaginative ways of keeping state-owned behemoths afloat is not strictly speaking part of the EBRD's mandate.

It is expected to allocate 60 per cent of its funds to private enterprise.

Unfortunately, privatisation has hardly started in Bulgaria, bank reform is incomplete, and thus far less than \$10m (\$85m) of private investment has flowed into this Balkan neighbour of warring Serbia.

Mr Alexander Bozhov, head of the Bulgarian privatisation agency, says: "We are disappointed with the EBRD

because it has not yet finalised any projects here. But I have to admit that's largely our fault because we have not prepared any concrete proposals either."

The list of EBRD projects approved last year, as detailed in the annual report, reflects the wider experience of the World Bank, the IMF and private investors who have all concentrated their first efforts on those countries which have stabilised their currencies and have introduced privatisation, banking and bankruptcy laws and reformed their tax systems.

The bulk of approved EBRD projects are in the Czech republic, Hungary and Poland. Private investors have put \$7bn into these three states - but little elsewhere in the 22 countries in which the EBRD operates, except for a few potentially big, capital-intensive projects in resource-rich, private-investment-welcoming new republics like Kazakhstan.

Mr Attali pledged that the rate of disbursement of EBRD financing would triple this year as projects in the pipeline came to fruition and key reforms, especially banking

sector modernisation and the cleaning-up of enterprise balance sheets, fall into place.

The exponential growth in private sector enterprise - it already accounts for well over half the GDP in Poland and is rising throughout the region - should also make it easier to raise the proportion of funds going to local entrepreneurs.

Until now, however, the figures show that it has proved easier to make co-financing deals with the existing international institutions, banks and private companies than to lend to fledgling local entrepreneurs with no real track record and little chance of attracting funds from private banks or other sources than their own.

The classic deal of this kind was EBRD's modest Ecu102m (£80m) contribution to Volkswagen's eventual Ecu3.49bn commitment to Skoda in the Czech republic, followed by its part financing of Air France's investment in Czechoslovak Airlines.

In Poland the EBRD contributed Ecu5.5m to AAB's Ecu15.4m extension to its ABB

Dolmel venture in Poland, and has co-financed the Pilkington glass project in Huta Sandomierz and Lucchini of Italy's modernisation and acquisition of the Huta Warszawa steel works.

The EBRD's initial emphasis on co-financing western projects, on financing endless technical studies, pilot privatisation projects and its cautious, commercial approach to lending to fledgling local entrepreneurs has its critics in eastern Europe as well as London.

"The EBRD promised to be innovative but in practice it's very conventional," complained a Polish businessman frustrated by lengthy correspondence and meticulous procedures.

The hope in eastern Europe is that the bank will be better able to accomplish its primary purpose of helping to foster local private initiative and enterprise once bank reform, bankruptcy and property laws are in place.

The concern is that the bank will get too involved in long-term infrastructure, energy and environmental projects, including the new

nuclear safety facility.

Significantly however, two of the latest EBRD initiatives are directed at helping the growth of private banking in eastern Europe. It has just subscribed to 20 per cent of the shares of Ion Tiriac bank, the leading privately-owned bank in Romania, and a 28 per cent stake in Poland's Wielkopolski Bank Kredytowy. The bank is also involved in a complex Polish scheme involving 180 companies which figure as bad loans on the books of Polish banks about to be privatised.

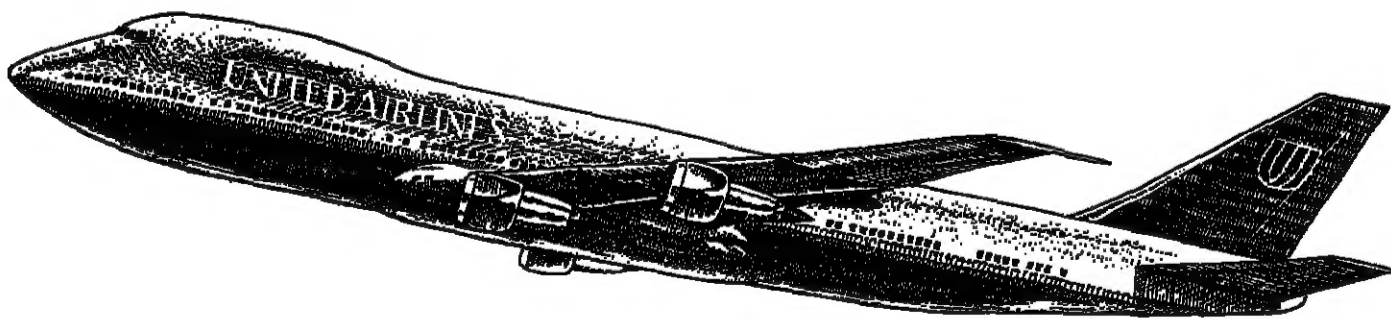
In these cases the EBRD stepped in where private western banks have thus far been reluctant to tread. Eastern Europe is a risky part of the world for pioneers.

Given the banks' cost

structure and organisation it is not able profitably to make loans smaller than around Ecu5m. But by lending to fledgling local banks which are equipped to exercise due diligence and assess the creditworthiness of small to medium private companies the EBRD hopes to be better able to fulfil its mandate to help the emerging private sector.



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You win some...  
you lose some...  
Some bankers are questioning EBRD's expertise as well as its luck, reports Nicholas Denton

ANY investing institution has its share of successes and failures. The European Bank for Reconstruction and Development has proved no exception. It is unfortunate for the EBRD's reputation however that the bank's first and most closely watched equity involvement, in Microsystem of Hungary, is one disappointment.

Microsystem, a leading private computer company, looked a good prospect when the EBRD in December 1991 approved an investment.

Eight software experts had founded the firm in 1983 with "some programming expertise, \$2,000 and a pencil." Microsystem rode the back of the personal computer boom to expand rapidly in the second half of the decade. The company evaded Cocom restrictions on technology transfers, imported clones from Asia and added huge mark-ups to the prices charged to Hungarians.

In the early 1990s Microsystem diversified into telecommunications, a growing sector in eastern Europe. The company's managers did not, however, want to lose their independence by teaming up with a large western computer company.

So Salomon Brothers, the company's advisers, brought in the EBRD as a core outside shareholder around which other investors would congregate. The EBRD paid \$3m (£1.95m) for a 17 per cent stake.

The bank held up the investment as a model. The transaction countered criticism that the Bank was dealing too much with state companies and institutions, rather than encouraging the nascent private sector in eastern Europe.

"Everybody was happy," says Mr Peter Vadasz, chairman of Microsystem. That is no longer so, as Microsystem's financial performance rapidly soured the relationship with EBRD.

Fierce price competition in the computer business world-wide combined with the opening of the local market to legitimate imports. Companies such as Microsystem, which developed high overheads in the days of high profits, suffered from undercutting by western distributors. Microsystem plunged into loss in 1992 and turnover slumped 24 per cent to Ft1.8bn (£1.3m), although the company now detects a recovery in profitability.

The EBRD is clearly dissatisfied with Microsystem's financial performance. For his part, Mr Vadasz has expressed irritation at constant demands for information from shareholders. Mr Vadasz is also disappointed that the EBRD's seal of approval carried so little weight for customers.

"We promised high profits; they promised help; neither of us kept our promises 100 per cent," Mr Vadasz says.

Nevertheless EBRD officials adopt a stoical stance. The name of the game is investment, says one: "You win some, you lose some." EBRD's Budapest office prefers to point to winners such as Petofti Nyomda, a successful privatised printer which has received EBRD credits.

But some bankers question the EBRD's expertise as much as its luck. Says one senior figure who was invited to participate in the Microsystem placement: "It is a disaster, a totally irresponsible deal. I think that company has no future."

This kind of comment is particularly damaging for the Bank. For the EBRD prides itself on a catalytic role. The bank boasts that its presence gives a seal of approval to a transaction and attracts other investors.

But that depends on the investor community's confidence in the EBRD's judgment. The Bank cannot afford too many Microsystems.



# Tired Yeltsin may win apathetic Yes

## A faltering president has fought a wooden campaign, failing to inspire the Russian people

By John Lloyd in Moscow

### This man Yeltsin

THE Russian referendum on Sunday is likely to be as fatal a vote as any which Russians have made in their brief period of statehood. But the campaign has not been inspiring.

Mr Yeltsin, on his own admission yesterday, is exhausted. He has acted like it: he appeared briefly at a heavy metal rock concert outside of the Kremlin on Wednesday night with an aide supporting his elbow (though perhaps it was the appalling sound from the loudspeakers which made him weary).

On the campaign trail he has rejected the opportunity to energise and inspire his fellow Russians. Instead he has chosen largely to ignore them. His public appearances, as yesterday in Izhevsk in Udmurtia, have been curt and downbeat, his speeches bland, his message crudely simplified.

The referendum itself is the result of horse trading between a president and parliament who had grown not just to distrust, but to hate, each other. The original impulse of Mr Yeltsin to seek a simple vote of trust, was amplified at the last Congress of People's Deputies in early April into a four-question ballot on trust, approval of the government's economic and social programme and early elections for president and parliament.

The outcome is uncertain: polling in Russia is in its infancy, and the better established organisations - like Mnenie (Opinion) point to wide regional disparities and a very high proportion of people still undecided. The consensus is that Mr Yeltsin will win on "trust", may lose on support for his economic programme and that those voting either for or against the two questions on early elections for parliament and presidency will not have sufficient numbers to cross the threshold of 50 per cent of the electorate required by these two questions.

Insofar as Mr Yeltsin and his associates have elaborated themes, they have been simple and stark. Mr Yeltsin has posed the choice as being between himself and chaos - and communist chaos, at that. In this he has been supported by a number of his ministers.

Mr Andrei Kozhev, the foreign minister said in Arkhangelsk earlier this week that "a No vote would mean that Russia will be forced back into isolation and confrontation with the world". Mr Anatoly Chubais, the deputy prime minister for privatisation, said that "battle hardened communist forces" already attacking his privatisation



MAYOR OF MOSCOW: outlining his plans for the city



PARTNER WITH THE WEST: sharing the limelight with Group of Seven leaders at their summit in Munich



LEADER OF THE PEOPLE: celebrating with a tank driver the restoration of constitutional government after the failed coup against Gorbachev



A TROUBLED MAN: holding back tears at the funeral of his mother



PRESIDENT OF RUSSIA: delivering his acceptance speech to parliament

drive, would "wholly reverse" the reforms if the referendum was lost.

Against this, the opposition have focused on the issue of corruption, undoubtedly striking a popular chord. Since the scabrous speech by Vice-President Alexander Rutskoi to parliament last week, much attention has focused on his allegations of criminality or criminal negligence against the government and inner circle of Yeltsin's advisers.

Yesterday the prosecutor-general's office said it was investigating allegations that defence minister

Pavel Grachev was involved in a swindle involving property belonging to Soviet troops in Germany.

How far Mr Yeltsin himself has been touched by this cannot be ascertained - though his press secretary expressly denied a story published by Pravda alleging that he had built himself palatial dachas in various locations in Russia.

For the poor, who form a large proportion of the Russian population and who - on polling evidence - are largely against Mr Yeltsin, the

undoubted corruption of state officials is a terrible added insult to their mean lives.

To offset such sentiments Mr Yeltsin has issued a series of decrees over the last two weeks which have been nakedly aimed at buying support: one doubled the minimum wage to Rb54,500 a month, albeit still below the poverty level.

The real issues facing the country - the largely unfulfilled prospectus of economic reform above all - have not had much of an outing - certainly not from the president,

whose most animated utterance yesterday was when he shouted to a crowd of supporters in Izhevsk that "I have come to solve all your problems".

Beneath the surface, a scarcely-disguised anxiety is evident among the radicals who still form the economic backbone of Mr Yeltsin's team. Mr Yegor Gaidar, the former prime minister, warned in St Petersburg on Tuesday that "a retreat has started in economic policy and forces are at work which could restore state control over the economy".

Mr Chubais, asked about Mr Yeltsin's appointment of his long-time associate Mr Oleg Lobov as first deputy prime minister for the economy, saw it as the possible reassertion of the rule of Gaidar, the once-dominant central planning minister.

Mr Yeltsin has said he will resign if he loses. He may, of course, change his mind if he is persuaded that to hand over power (as the constitution demands) to General Rutskoi would be to betray his

reform path. In this case a dangerous situation arises: General Rutskoi has been drawn increasingly into the hardliners camp led by the Russian Unity group, whose leader, Mr Vladimir Isakov, yesterday announced that a newly-formed union of hardline forces would use force if they felt the constitution was being threatened.

The much-mooted civil war could find its origin there.

If he does lose and does go, the chaos painted by himself and his supporters would ensue only if General Rutskoi tries to make his temporary guardianship of the presidency until elections into a more permanent one, and cracks down on Mr Yeltsin's supporters and appointees.

There is a growing field of reformist politicians willing to compete for the top job: both Mr Sergei Shakhrai, the deputy prime minister and Mr Grigory Yavlinsky, the prominent economist, have said they will stand if Mr Yeltsin steps down. Mr Gaidar is a political as well as an administrative figure, and the cabinet contains other ministers - such as Mr Boris Fyodorov, Mr Chubais and Mr Alexander Shokhin, all with deputy premier's rank - who are competent and capable of standing the strain.

In the more likely eventuality of a victory on Sunday, Mr Yeltsin has several times indicated that he will embark on radical reforms. Last week he said he would bring in decrees aimed at widening private ownership and introduce a new phase of radical reform. Yesterday in Izhevsk he said that he would institute "tough measures" against his opponents: Mr Sergei Filatov, his chief of staff, said on Tuesday that a victorious Yeltsin would immediately seek to introduce a new constitution to replace the present one.

Most of these actions are likely to be unconstitutional. Indeed, the tougher they are, the more outside the current law they will be.

Since the referendum carries no constitutional weight, the formal power structure will be the same on April 26 as it is today: and it is on this structure, with its vested interests, many of which have retained their power and privileges from the Communist era, on which Mr Yeltsin and his team must launch themselves.

Maybe Mr Yeltsin has already discredited the referendum, and is garnering strength for the larger battle. He will need fresh strength if this referendum, meaningless in most obvious respects, is to take on symbolic value as an opening to further reform.

## Vast logistical effort across 9 time zones

By John Lloyd and Gillian Tett

THE Russian referendum on Sunday is a vast logistical exercise. Across nine time zones of a huge land mass, electoral commissions are preparing ballot papers and electoral lists to allow Russia's estimated 107m voters to give a "da" or a "nyet" to four questions:

- Do you trust the president?
- Do you approve of his social and economic programme?
- Do you want an early election of the president?
- Do you want early elections of the people's deputies?

Each one must be answered separately.

Evidence is mixed but signs are most people will have the facilities to vote despite threats by some republics and regions to boycott the poll.

An example of how the referendum will be organised can be seen at the voting station in the Lenin Rayon district of Saransk, in the autonomous republic of Mordovia.

The Saransk electoral commission was first alerted in January, but preparations were put on hold during two months of infighting between parliament and Mr Yeltsin.

Once the form of the referendum was decided early this month, work was begun in Lenin Rayon, much of it by student nurses. Like most places in Russia they have no computers and everything is being done by hand or on battered old typewriters.

**'We were given only two weeks to prepare but we will manage'**

"We have to do a lot of work in a very little time," says Mrs Lyudmila Lyudmila, chairman of the 14-strong electoral committee for Lenin Rayon.

The young nurses must first verify the district's 2,000 voters, then write out invitations, vote and address 2,000 envelopes and dispatch them by hand. When they come to the polling station the voters will exchange their slips for a ballot paper, go to curtained booths, and make their choice.

"We have a lot of experience from the Soviet time," says Ms

Larissa Vitalievna. "We had a debate about whether it would be appropriate to use red banners [from the communist period] and decided no. But it's a pity we won't be able to put on a show as beautiful as we did then."

The votes will take some days to count, especially from remote rural stations, with official results unavailable until the middle of next week. First results from the cities should be known late on Sunday night or early Monday morning. Western-style exit polls are not expected to be used.

The president's men are worried by the possibility of a low turnout, and by the refusal of some regions or republics to provide polling stations. Mr Sergei Filatov, chief of staff to Mr Yeltsin, said on Tuesday that their polling showed a possible turnout as low as 53 per cent.

He said that, according to their information, only 73 per cent of the voting districts were "technically ready" to conduct the referendum.

Mr Yeltsin felt it necessary to issue an order this week which specifies that the militia must turn out in force to ensure order during polling.

By Gillian Tett, recently in Saransk, Mordovia

IN the cold central square of Saransk, the shabby capital of Mordovia, the republic's embattled president is housed in a large, grey building. Locals mischievously call it the "white house" - a reference to the Russian presidential "white house" 500km to the west in Moscow.

In a virtual mirror image of the struggle being played out nationally, a political drama is unfolding in Mordovia which could call into question the very future of Russia as a federal state.

Earlier this month the Mordovian parliament, dominated by former Communist apparatchiks, moved to oust Mr Vasily Guslyannikov, the Mordovian president, who, like Mr Yeltsin, came to power through popular elections.

Mr Yeltsin issued a decree declaring the move illegal and ordered it to be reinstated. Mr Guslyannikov, who this week Mordovia's parliament stepped up its challenge, establishing a parallel government and constitutional court.

Mr Guslyannikov, who still sits in the "white house" insists that according to the

Russian constitution he is still president, supported by Mr Yeltsin and the local militia.

The drama unfolding in Mordovia reflects a battle occurring in many regions between reformist governments and conservative parliaments. "What is happening here is a drive by the communists to regain power. The same thing is happening across Russia and in Moscow," says Mr Guslyannikov, a former engineer.

Across the square in the sugar pink building of the Mordovian parliament, deputies insist the newly written Mordovian constitution makes the president powerless. "The president can say what he wants, but no one obeys his orders," says Mr Nikolai Biryukov, chairman of the parliament, and a long time Communist.

Mr Guslyannikov became president in the same year that Mordovians voted overwhelmingly for Mr Yeltsin in Russian presidential elections. In two years he has freed prices, started land reform, and attempted to hold new elections for the republic's parliament. These moves have met with stiff opposition from parliament, which, like the Russian parliament, was elected under the old system. The par-



liament argues that Mr Guslyannikov's government is too inexperienced to rule, and that the pace of reform has been too fast.

"I favour a regulated market, not the chaotic bazaar that we have now," says Mr Biryukov, who believes land should remain collectively owned, that food prices should be regulated and that single candidate "elections" are perfectly valid.

Beyond the struggle over reform, there is also a second issue at stake: the status of Russia as a federal state. The Mordovian parliament insists it wants to remain part

of Russia, not least because the republic is heavily dependent on Moscow's subsidies - the largely agricultural republic is one of the poorest in Russia.

But parliament's refusal to recognise Mr Yeltsin's decrees illustrates the confusion that surrounds the status of the Russian constitution and the degree to which Russia's regions are successfully challenging Moscow's control.

The local militia and most of the weary 1m-strong population of Mordovia, a mixture of Russians and Finno-Ugric groups, remain aloof from the conflict. For the moment, Mr Biryukov has little outright

popularity, but Mr Guslyannikov's support has been crumbling fast as living standards have fallen and prices risen - only two people turned out to picket parliament this week.

But as the republic prepares for Sunday's referendum, this disenchantment seems likely to rub off on Mr Yeltsin too.

At a nursing college in Saransk, which is acting as a polling station, Mrs Larissa Vitalievna, an administrator, predicts that support for Mr Yeltsin will be weak. "Two years ago we believed so much and hoped so much... But the prices have gone up so much, and we see stupid people become millionaires and highly qualified people become poor."

In the countryside, a small band of new, private farmers remain solidly behind him.

However, most state enterprises are trying to ignore the power struggle, relying instead on Moscow for their trading licenses. "What we want is stability," sighs Mr Gennadiy Utkin, head of Mordovia's only commodity exchange. "How can we ever hope to run or reform an economy, when we have two separate governments, sitting in two separate buildings, to deal with?"

## Barnstorming campaigner seems to be losing will to win

HAS President Boris Yeltsin the will to win? It has not seemed like it, so far, in this "campaign". The barnstormer of presidential elections two years ago has become a wooden figure, walking through engagements and stumbling through speeches, while John Lloyd from Moscow and Gillian Tett from Izhevsk.

Yesterday he made a high-profile attempt to win the support of Russia's huge military industrial complex with a visit to the Russian republic of Udmurtia - hitherto one of the most militarised and secretive regions in the country.

But his appearance in the capital, Izhevsk, was far removed from the standards of western political campaigning. Although a small group of

Yeltsin's fire has faded since his experiences at this month's Congress

supporters turned out in the muddy streets to cheer the presidential cavalcade, Mr Yeltsin refused to give them more than a few stiff waves and a weak smile as he dashed between a series of closed-door meetings.

His visit to Izhevsk had been billed as the last leg of his pre-referendum campaign, a campaign which has taken him across Russia's provinces.

But he told those assembled yesterday: "I have come for a working visit, not for political meetings or campaign speeches."

At the Izhmash Weapons Enter-

prise, Mr Yeltsin briefly regained a flash of his old campaigning style when he stopped to wave and speak to the crowd gathered next to an old statue of Lenin. "I have come to solve all your problems," he announced majestically before striding into the plant to discuss with city leaders the problems of conversion of military plants.

But such glimpses of the old campaigner have been few and far between. Last week he read out a prepared statement to journalists as though seeing it for the first time, then answered questions in an off-hand manner, coming alive only

when he said he would resign if the referendum was lost.

He was perfunctory in Novokuznetsk in Siberia 10 days ago, rushing through meetings looking impatient and ungracious. In Vladimir last Sunday he walked in the Easter procession but said little of note.

Vice-President Alexander Rutskoi, the only Russian politician who approaches Mr Yeltsin's popularity, claimed before parliament last week that the ruling power structure, and in particular the president's closest circle, was corrupt and pursuing self-enrichment while Russia languishes in poverty.

In the face of this, Mr Yeltsin has not recovered the fighting spirit which was his trademark and his boost. A month ago, addressing the nation on television, he said: "I am determined to act resolutely... if political squabbling is not halted, if no resolute measures are taken to resolve the political crisis, if no powerful momentum is given to the economic reforms, the country will be pushed into anarchy."

Yet the resolute action faded away during the Congress of Peoples' Deputies this month, where at one stage, reeling on his feet, he begged for a compromise with those

with whom he had said no compromise was possible. The experience of that Congress seems to have made him lose heart.

Mr Yeltsin was right in his speech: the country is indeed threatened, if not with anarchy, certainly with a further descent. Mr Yevgeny Yasin, director of the Expert Institute of the Russian Union of Industrialists and by no means an opponent of Mr Yeltsin, said last week: "The government is weak and resorts to populist measures... this year will not become the turning point in our struggle against the crisis, and we will meet

the year 1994 with a weak state power and ineffective state regulation."

Mr Boris Fyodorov, the deputy prime minister in charge of finances, put it yet more starkly on April 7: "By giving money to this or that sector we have so far averted catastrophes but in six months hyperinflation will finally exhaust the economy and the budget will collapse. The financial and credit system will break down soon afterwards."

All this would happen, said Mr Fyodorov, if the resolute action Mr Yeltsin has promised is not taken. But first he must win the referendum, and yesterday in Udmurtia he refused to predict the outcome of Sunday's all-Russian vote.

كتاب الناصح



## Menem to unveil big loans and tax package next month

# Help on way for industry in Argentina

By John Barham in Buenos Aires

ARGENTINA is to introduce an ambitious support programme for its industry, battered by heavy import competition and declining prices. Details of the package are not clear yet, but President Carlos Menem is expected to announce on May 1 measures including \$4.5bn in loans for industry and agriculture and elimination of several taxes, especially a 1 per cent tax on corporate assets.

The package will also include a "modification" in trade policy. This could include stricter enforcement of "fair trade" regulations, such as anti-dumping rules, as well as a new shift in import tariffs that were last adjusted upwards last October.

The package coincides with alarm over Argentina's widening trade deficit. Private economists now expect the deficit to rise to \$3bn-\$4bn this year, after a \$2.5bn trade gap in 1992. Originally, the government had promised the deficit

would fall by half this year.

An Economy Ministry official denied the measures implied a softening of Argentina's free market policies. He said the \$4.5bn loans "are not incentives or tax exemptions or anything like that. They are directed at companies that have put their house in order."

The government's main objective was to increase companies' international competitiveness by reducing their operating costs and thus releasing pressure on an already overvalued currency, he said. Companies would borrow from the state-owned Banco de la Nación Argentina at better terms than from private banks. This would force the banking system to lend more to capital-starved industry and less to consumers.

However, no firm figures are available on the cost of this package. Some economists claim the government's budget surplus is under great pressure. But officials say Argentina easily met IMF targets that called for a \$500m budget surplus in the first quarter.



Balancing act: President Bill Clinton searches for a mark on the floor as he prepares for a photo session with East European leaders in Washington

## Castro keeps observers guessing over successor

WITH the Cuban economy in a state of collapse following the end of economic support from the Soviet Union, many observers believe the subject of Fidel Castro's successor is out of the president's hands.

But for those who believe Mr Castro will be able to hand over power peacefully, the last few months have provided some interesting material.

First, Mr Castro indicated he might step down in five years' time. Then he appointed as foreign minister last month the inexperienced Mr Roberto Robaina, a possible sign that the 37-year-old former leader of the Union of Young Communists is being groomed for leadership.

Mr Castro, recently re-elected as president of Cuba's council of state for a further five years, indicated he had made no decision on his retirement, only that he hoped it would not be necessary for him to be president after his new term. These public musings to foreign journalists have, however, been played down in Cuba's domestic media.

The Cuban leader, now 66, has spoken repeatedly of the need to "reinvigorate" the revolution, suggesting that younger leaders are needed. Mr Robaina, who will be 42 at the end of the president's current term, fits the bill.

Although he has flirted with cosmetic changes to policy, Mr Robaina's public ideology is almost identical to Mr Castro's. He has, however,

attempted to modernise the image of the party, for example by organising pop concerts in an attempt to keep young Cubans faithful.

Should the foreign minister falter in the race or fall out of favour, Mr Castro has several options. One is Mr Carlos Lage, architect of the economic policies with which the government has been fighting the setbacks of the last two years. Mr Lage, 42, has hinted at some moderation in economic policy, and has been pushing

## The last months have offered insights, writes Canute James

foreign investment in the Cuban economy.

The losers now appear to be Mr Raul Castro, the president's brother who is the first vice-president and the armed forces minister, and Mr Ricardo Alarcon, former foreign minister who is now president of the National Assembly. If President Castro favours youth, both of these men are likely to be overlooked. Mr Alarcon will be 60 in five years, while the younger Castro will be 66.

President Castro may also be concerned that, were he to leave office without identifying a successor, pretenders to the presidency or the army

could be drawn into a fight, defeating his hopes for a seamless transition.

Although Cuba's campaign to attract foreign investment represents a big about-turn in economic policy, Mr Castro's ideological rhetoric remains much the same. He continues to argue that Cuba will not abandon the socialism of the revolution despite heavy foreign economic pressure.

He has said, however, that if his departure from office would lead the US to lift its crippling 30-year embargo, he would go immediately.

US government officials say that barring a reversal of policy by President Bill Clinton, the dismantling of the embargo and normalisation of relations between Washington and Havana would depend on more than Mr Castro's stepping aside.

Loosening the Cuban Communist party's grip on the country and the installation of a popularly elected government through multi-party voting is the required minimum.

While some observers argue that the worst of Cuba's economic problems following the end of Soviet support are over and that the economy is showing signs of a modest recovery, the country still faces shortages of food and other basic supplies which have been compounded by damage from the recent storms.

Despite all the setbacks, Mr Castro remains truculent - Cuba, he says, will successfully battle its political enemies and natural disasters, in order to protect socialism.

## Alabama's governor guilty of funds fraud

GOVERNOR Guy Hunt of Alabama was removed from office yesterday after being found guilty of diverting to his personal use money raised for his inaugural ceremonies, writes George Graham in Washington.

Mr Hunt - who will be replaced by a Democrat, Lieutenant Governor Jim Folsom - was Alabama's first Republican governor since the reconstruction period after the civil war. He faces up to 10 years in

prison, but could be reinstated if the conviction were overturned on appeal.

A Montgomery jury found Mr Hunt guilty of violating the state ethics law by using \$200,000 (£130,000) from a fund intended to help pay for his 1987 inauguration to buy personal property and pay off personal debts. Mr Hunt said he had used the money properly to pay off debts from his unsuccessful 1978 campaign for governor.

By Paul Abrahams

PROPOSALS by Merck, the largest US drug group, on how the industry should respond to political pressure over pricing, were rejected yesterday by another company, Warner-Lambert.

Merck's chief executive, Mr Roy Vagelos, has proposed limiting price increases on all prescription products to the rate of inflation plus 1 per cent.

He suggested that drug groups should sign contracts with the government and pay revenues from excess price increases to improve access to health care.

Pfizer, Eli Lilly, Amgen and

Schering-Plough have all adopted the plan.

However, Mr Melvin Goodes, Warner-Lambert's chief executive, has refused. "This is not an industry proposal. It's a Merck proposal," he said.

Price controls did not work, he claimed, and he believed the Clinton administration would not implement them.

The announcement exposes a split in the US drug industry over how to respond to increasing political attacks on its pricing policies. During the late 1980s, many groups incapable of driving volume growth compensated by increasing prices.

Warner-Lambert is a classic example of a struggling phar-

maceutical group, according to analysts. Most of its recent historic growth has been generated by price increases.

Its main volume-growing product, Lopid, a cholesterol lowering product, has been hit in recent months by price competition. Earnings are being driven mainly through rationalisation. Mr Goodes said his company would generate 7-8 per cent sales growth this year.

So far, 13 companies, including Upjohn, Eli Lilly, Lederle and Syntex, have agreed to limit price increases, on average, to the rate of inflation. This allows them to raise some prices more than the rate of inflation, while cutting others.

By Bill Hinchberger in São Paulo

BRAZIL yesterday turned its attention to the expected announcement of anti-inflation measures, following an overwhelming vote in a plebiscite on Wednesday to retain a presidential system of government.

The government has said it will make an announcement about economic policy after a cabinet meeting called by President Itamar Franco for tomorrow.

Administration officials have advanced few details of the measures, although Mr Eliseu Resende, the finance minister, has been at work on policy

since he took over his portfolio in early March.

The government appears set on reducing the monthly inflation rate from its present 27 per cent to about 17 per cent by the end of this year.

Ms Yeda Crusius, planning minister, reiterated at a meeting this week with business leaders in São Paulo that the government was not preparing an economic shock plan, or price freeze, that would "break contractual obligations".

She told executives to expect a reaffirmation of privatisation plans, efforts to encourage foreign investment, and moderate increases in spending on social programmes.

One probable measure is that

three zeros will be trimmed from the cruzeiro.

Final referendum results are not expected until this afternoon, but exit polls confirmed predictions of an easy victory for the pro-presidential camp.

Fifty-eight per cent of voters opted to maintain the current presidential system, against 26 per cent who wanted a change to a parliamentary system, and 16 per cent of voters who rejected both options, according to the DataFolha polling service.

Voters also showed - by a 71 per cent to 11 per cent margin - their preference for the republican form of government over a monarchy.

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# Rising yen prompts criticism of US

By Charles Leadbeater  
in Tokyo

JAPANESE business leaders, senior government officials and politicians yesterday stepped up their criticism of US economic policy towards Japan as the yen rose to another post-war high against the dollar in Tokyo.

The dollar closed at ¥110.20, down ¥0.15 from its Tokyo close on Wednesday. The yen has appreciated rapidly in the past week mainly driven by comments last weekend by President Bill Clinton that a stronger yen would help to reduce Japan's trade surplus with the US.

The yen's continued rise is confounding the hopes of Mr Kichiji Miyazawa, the prime minister, that the appreciation would run out of steam with the help of intervention by the Bank of Japan. If the yen continues to rise Mr Miyazawa will come under increasing pressure to take a tougher line to resist US demands for Japan to adjust its economic policies towards US priorities.

Mr Masaru Hayami, chairman of the Japan Association of Corporate Executives, said Mr Clinton's remarks were "strange", "indiscreet" and "difficult to understand", terms of criticism in the language of Japanese politics. Mr Hayami said the slump in the dollar would damage the US economy by fuelling inflation



Muto: found Clinton's remarks to be 'deplorable'

and increasing pressure for higher interest rates.

A senior official at the Ministry of Trade and Industry echoed Mr Hayami's remarks. Mr Yuji Tanahashi, MHI vice minister, said the yen's rise could stifle the recovery in the Japanese economy, which the US has urged to create higher demand for imports, as one of the most important ways to cut the Japanese trade surplus.

Meanwhile, Mr Kibun Muto, the recently appointed foreign minister, is fast establishing a reputation for outspoken criticism. Mr Muto, who on Wednesday described Mr Clinton's remarks as deplorable, yesterday attacked US trade policies designed to open up the Japanese market.

Mr Muto said the US market for manufactured goods was more closed than the Japanese market. He said the increase in the value of the trade surplus was partly due to the rise in the yen and Japanese companies' decision to increase the price of their exports to avoid anti-dumping actions by the US government.

The frailty of the Japanese economy was underlined by a 3.4 per cent fall in household spending in February compared with the year before. Average spending by salaried workers fell 0.7 per cent while that of non-salaried households fell 8.4 per cent.

Spending on transport and communications rose 13.6 per cent, and spending on clothes just 1.5 per cent. However spending on food, health care, furniture and household appliances fell, with education expenditure down 15.8 per cent and that on housing 13.8 per cent lower. The slide in consumer spending was reflected in sharp profit falls at several leading retailers yesterday.

The machinery industry forecast a 0.7 per cent increase in sales for the year to the end of next March, reflecting the prolonged slowdown in corporate investment.

Meanwhile, regional officials of the Finance Ministry, meeting in Tokyo, forecast the economy would begin to recover, albeit modestly, from the second half of the financial year.

## Holiday bonus from downturn

By Charles Leadbeater

THE Japanese economic downturn is at least bringing an unaccustomed benefit to the loyal ranks of Japanese workers: longer holidays.

Most of Japan is preparing to shut down from the end of next week for the annual "golden week" holiday, when more than 1m Japanese tourists are expected to take advantage of the yen's recent

strength to travel abroad.

A Labour Ministry survey published yesterday suggests most will have slightly longer than usual to enjoy their travels. The ministry's survey of about 1,300 companies found that the average company was providing its workers with 5.5 days holiday, an increase of half a day from last year.

However at some particularly hard-pressed companies the annual holidays are being

extended even further. Two car component makers are reported to be giving their workers 12 consecutive days' holiday, while a leading maker of musical instruments is giving its staff no fewer than 18 days' leave.

In contrast semiconductor makers, which are enjoying strong demand from the revival of the US economy, have cut holidays to four days from five last year.



A defendant holds the Koran and chants as an Egyptian military trial of 49 Moslem militants ended yesterday. Seven were sentenced to death for attacking foreign tourists and conspiring to topple the government, Reuters reports from Helikstep, Egypt. The court ordered life prison sentences

with hard labour for three defendants. A further 22 were given jail terms ranging from two to 15 years, and 17 were found not guilty. Those condemned to death were charged with five specific gun and bomb attacks on tourists which killed a British woman and wounded nine other foreigners.

# SA violence brings out white fears

Business mood approaches new depths, Philip Gawith writes

MR Nelson Mandela, African National Congress president, this week issued a plea to whites not to leave the country. He said South Africa had no chance of prospering without their skills. For white South Africans it was a timely recognition from the country's most important black leader that they too are an important constituency whose needs must be considered.

Since the assassination 10 days ago of Mr Chris Hani, the prominent activist, South Africa has heard much about black anger. But the other side of black anger is white fear, and there has been a lot of it about.

Local radio chat-shows have been awash with calls from whites anxious about their future, and removal companies have reported the usual upturn in inquiries from those planning a quieter life elsewhere.

In its own way, the death of Mr Hani was as much a shock to white South Africans as to blacks. Many white liberals described the week after Mr Hani's death as the worst of their lives. This was an expression not so much of physical fear - of spears tapping on the windows, in the words of one - as of depression and foreboding.

At one level, this makes little sense: the number of deaths per day has remained below levels prevailing earlier in the year. What it illustrates is the fragility of spirit in the white community. Although most whites favour the reform process there are grave fears about what the future holds.

White politicians have sought to calm their constituency, but the assurances they really need can only come from black leaders whose attention recently has been focused rather more on their own support base. Mr Mandela's comments at a small Johannesburg gathering on Wednesday represented progress, but would have had much more impact if spoken at a mass rally or on prime-time television. As it was, few newspapers reported them.

Also, they sit uncomfortably alongside the ANC's calls for a six-week mass action campaign. Few things depress white sentiment more than visions of a future in which city centres are permanent host to some form or other of mass protest.

The prospect of further mass action has also been met with alarm in the besieged business community, which has experi-

enced three successive years of negative economic growth, with little, if any, revival expected in 1993.

The barometer of manufacturing confidence, published by the independent Bureau for Economic Research, showed confidence levels before Mr Hani's death were barely above the nadir reached during the foreign debt crisis of 1985. They can only have deteriorated over the past two weeks.

The view from the ground confirms this gloomy perspective. Mr Ian Willis, chairman of Holdains, the country's second largest packaging group, notes: "It is as tough today as it has been, and for the rest of this year it will get tougher."

His views are echoed by Mr Ken Ironside of Birlow Rand, the largest industrial group in South Africa. He says sales volumes continue to decline, trading conditions remain difficult, and even in successful areas, such as food and pharmaceuticals, conditions appear to be getting worse.

Mr Willis says he doubts whether Mr Hani's death will "disrupt where the train is headed". It will, however, in the words of Mr Jan Robbertz, managing director of Anglovaal Industries, serve to "keep uncertainty and underlying unease in place".

These factors, together with the depressed economy, have already nearly throttled investment spending. Reserve Bank figures show that South Africa's investment rate (gross domestic fixed investment as a percentage of gross domestic product) has fallen from an annual average of over 23 per cent in the period 1985-1986 to a post-second world war low of 16.9 per cent in 1992. This figure barely covers depreciation.

Mr Derek Keys, finance minister, has made fostering business confidence a priority, but was recently forced to confess that his efforts so far had borne little fruit. The ANC does not see business as a constituency and hence is largely silent on the issue. Indeed, the ANC's political and economic pronouncements continue to have a net negative effect on business confidence.

## Conservative leader dies after surgery

DR ANDRIES TREURNICHT, leader of the pro-apartheid Conservative party, the official opposition in South Africa's white-dominated parliament, died yesterday aged 72, AP reports from Cape Town.

Mr Frank le Roux, the party's chief whip, said Dr Treurnicht died in a Cape Town hospital several days after undergoing heart by-pass surgery.

The death comes at a difficult time for the party, which has opposed President F W de Klerk's reforms to dismantle apartheid and had one of its most prominent leaders implicated in the assassination of Mr Chris Hani, the ANC activist.

Dr Treurnicht had warned of chaos if the black majority was allowed to run the country, but he distanced himself and his party from violence and from militant right-wing groups such as the neo-Nazi Afrikaner Resistance Movement.

In the past week Mr Clive Derby-Lewis and his wife Gaye,

prominent Conservative party supporters, have been arrested for questioning about Mr Hani's slaying. Neither has been charged.

Dr Treurnicht was dubbed "Dr No" for his rigid resistance to political reform. A fire-and-brimstone preacher of the Dutch Reformed Church, he entered parliament in 1971 as a candidate of the ruling National party and eventually became a cabinet minister whose portfolios included public works, tourism and state administration.

As early as the 1970s, his conservative views clashed with movements toward reform in the governing party. Dr Treurnicht was suspended as the party's Transvaal provincial leader in 1982 and weeks later resigned from the cabinet to form the Conservative party.

His party suffered an embarrassing defeat last March when whites voted overwhelmingly in a referendum to support Mr de Klerk's reforms.

## Blackout imposed on HK talks

By Tony Walker in Beijing and Simon Holberton in Hong Kong

BRITISH negotiators yesterday imposed a news blackout on details of their talks with Chinese officials on the future of Hong Kong after three and a half hours of discussions in a secluded Beijing diplomatic compound.

A British embassy official said after the talks that he was "not even permitted to use an adjective" to characterise the meeting.

In Hong Kong Mr Chris Patten, the governor, said that any agreement reached in Beijing would have to command broad support in the colony and in its Legislative Council.

Mr Patten told the Legislative Council, Hong Kong's law-making body, that it was Britain's aim to remain true to undertakings it had made to the people of Hong Kong about the openness and fairness of

elections due in 1994 and 1995. "We have not travelled this far to abandon those undertakings now," he said.

The forcefulness of his presentation gave little cheer to those who might be expecting a British climbdown.

Before the two sides sat down in Beijing, Sir Robin McLaren, Britain's ambassador to China and head of the British team, described himself as a "professional optimist", and said that the British side was looking forward to a "successful outcome".

China's chief negotiator, Mr Jiang Zemin, vice foreign minister, told reporters that "the Chinese side has sincerity in the talks and it is my hope that the talks will yield positive results on the basis of the important agreement between the two sides".

This latter was a reference to Beijing's claim that Mr Patten's proposals for a broadening of democratic reforms in

Hong Kong ran counter to agreements reached with London in the 1980s about the transition to Chinese rule in 1997.

Xinhua, the official Chinese news agency, quoted Mr Jiang as saying that the two sides had agreed that the talks would be based on the Sino-British Joint Declaration, the principle of convergence with the Basic Law and relevant agreements reached between the two countries.

Differences of interpretation over these documents and agreements lie at the heart of the bitter dispute that has developed between Beijing and Mr Patten.

British officials in Beijing expect the first round of Hong Kong talks to last between three and four days, but a resolution of the problem could take months. They are warning that a successful conclusion is not guaranteed.

Britain will be seeking agreement on a specific plan for leg-

islative reform that is acceptable to Legco, to Mr Patten, and is reasonably faithful to London's aims of broadening popular participation in the political process before 1997.

● Solving the Sino-British row over Hong Kong is crucial to the reunification of the mainland and Taiwan, a senior Chinese official was quoted as saying by a Beijing-controlled newspaper.

"If the problem with Hong Kong could be resolved satisfactorily, it will have extremely important effects on the reunification of both sides of the Taiwan Strait," Mr Li Ruiquan, a Communist party politburo member, told Hong Kong's Wen Wei Po.

Beijing has said it wants to use the "one country, two systems" formula of Mr Deng Xiaoping, China's paramount leader, for Hong Kong's return to China as a model for the reunification it hopes for with Taiwan.

## US to start talks with N Korea

By John Burton in Seoul

THE US is likely to start high-level negotiations soon with Pyongyang in an attempt to solve the North Korea nuclear weapon issue, the South Korean government said yesterday.

"Negotiations are now under way [to hold the talks] and, as far as I know, the time is getting ripe," said Mr Lee Kyung-jae, the South Korean presidential spokesman.

The announcement followed a visit to Seoul by Mr Peter Tarnoff, the US under-secretary of state for political affairs, who will represent the US in its discussions with North Korea.

North Korea has long sought high-level contacts with the US as the first step to achieving diplomatic recognition by Washington. But Mr Tarnoff told the South Koreans that the forthcoming talks are a special event to solve the nuclear issue and do not represent a prelude to regular US-North Korean contacts.

Contacts between the US and North Korea have usually been limited to meetings between consular officials in Beijing.

Some western diplomats in Seoul, however, describe the proposed US talks as the first concession North Korea has won since its announced withdrawal from the nuclear non-proliferation treaty last month.

South Korea has been urging the US to hold direct talks with Pyongyang because it believes the meeting could persuade North Korea to reverse its withdrawal decision and accept nuclear inspections by the International Atomic Energy Agency.

It not seek direct talks with Pyongyang until the nuclear issue is resolved.

## Indian investment increases

THE INDIAN government approved foreign investment proposals worth Rs42.9bn (\$909m) between August 1991 and last December, more than eight times the Rs5.3bn level in the August 1990-December 1991 period, before India embarked on its liberalisation programme in July 1991, writes Shriya Sridhar in New Delhi.

According to the Ministry of Industry's annual report yesterday, as many as 1,530 foreign collaborations were approved in the latest period, including 692 approvals involving foreign equity of Rs39.9bn, more than 32 times the foreign investment approvals of Rs1.2bn the last time.

The US continues to be the leading foreign investor in India, accounting for Rs27.5bn or nearly 60 per cent of the total approved, according to the Indian Investment Centre, a government organisation for the promotion of foreign private investment. Other countries which committed investment are Switzerland (Rs9.6bn), Japan (Rs6.5bn), Thailand (Rs3.7bn), the UK (Rs1.5bn) and Germany (Rs1.8bn).

Officials say there has been a spurt in investment during the first three months of 1993, despite the setback caused by riots and a series of bomb blasts in Bombay.

## Bhutto's husband appointed

By Farhan Bokhari in Lahore

THE political comeback of Ms Benazir Bhutto, dismissed as Pakistan's prime minister in 1990, gathered pace yesterday with the appointment of her husband, Mr Asif Ali Zardari, as a minister in the interim government.

After Ms Bhutto's government was sacked by President Ghulam Ishaq Khan, Mr Zardari spent over two years in prison. He has been acquitted on nine of 12 cases filed against him, including murder.

In February, following reports of meetings between aides of Ms Bhutto and the president, Mr Zardari was released on bail though he still faced charges of extortion, illegal possession of arms and fixing of bank loans.

On Sunday, Mr Khan dismissed the government of Mr Nawaz Sharif, Ms Bhutto's successor, who had sought to strip the president of his powers to remove governments and appoint the chiefs of the armed services. The president called elections for July.

The appointment of Mr Zardari, one of four ministers in the new government from Ms Bhutto's Pakistan People's party is a further sign of a rapprochement between Ms Bhutto and the president as part of a rapid shifting of political alliances within Pakistan.

As opposition leader, Ms Bhutto repeatedly accused the president of supporting a cam-

paign to victimise her supporters, including the laying of false criminal charges. However, she moved swiftly to take advantage of the constitutional dispute between Mr Khan and Mr Sharif, declining to use her party's votes to back Mr Sharif.

Mr Zardari is one of 17 new ministers in the caretaker government. Finance minister Mr Farooq Leghari, deputy leader of the PPP, and planning minister Mr Hamid Nasir Chahat, were sworn in on Sunday along with Mr Balakh Sher Mazari, the interim prime minister.

Other ministers include seven from factions of the Pakistan Muslim League, the main party in Mr Sharif's coalition.

## Hopes recede for early Nigerian debt agreement

By Paul Adams in Lagos and Michael Hoffman in London

NIGERIA'S prospects for early rescheduling of its \$29bn (\$19.2bn) external debt have receded after the visit of a joint International Monetary Fund and World Bank mission.

Although the mission backed the military government's latest reform efforts, it is understood to have made clear that a formal IMF agreement would depend on the performance of the civilian administration which is scheduled to take

office in August. An IMF deal is a precondition to rescheduling the debt, of which \$16.5bn is owed to the Paris Club of official creditors. Paris Club arrears exceed \$3bn.

Nigeria's transitional council, the country's interim administration, is drawing up a shadow IMF programme that would conform to the terms of an extended structural adjustment facility (Esaf).

The new government would be expected to adopt the programme. The council hopes to present

its medium-term economic strategy for 1993-96 to a meeting of the Paris Club co-ordinated by the World Bank. Nigerians have suggested this could take place in July.

But Fund officials are pressing for action on two key issues before such a meeting is convened. They want to see deregulation of the foreign exchange market, and a narrowing of the gap between the official rate of exchange (N21 to the dollar) and the parallel market rate (N37 to the dollar).

They also expect the govern-

ment to reduce the domestic fuel subsidy. The team from Washington was assured that the recent decision to postpone petrol price increases was necessary to ensure orderly presidential elections on June 12. The government has yet to give a date for the promised action.

There are also continuing concerns about management of state resources. Since taking office at the end of December the council has tried to account for all export earnings, but the exercise is not complete.

World Bank officials in Washington and western government analysts estimate that the proceeds from 200,000 barrels of oil a day are inadequately accounted for. Total production is around 1.8m b/d.

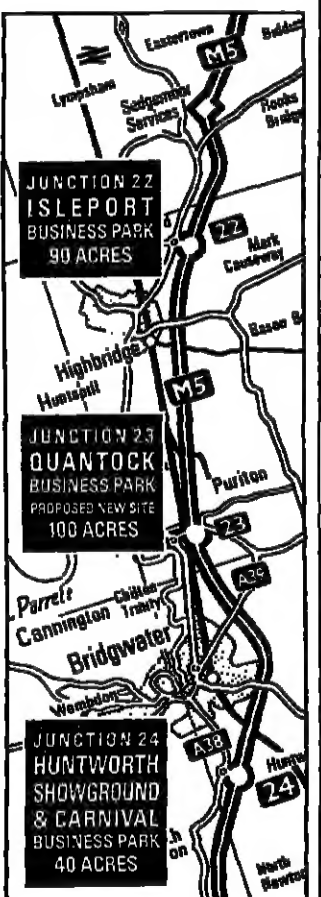
It is thought these receipts go directly into so-called "dedicated accounts" earmarked for specific purposes or projects, but details remain difficult to obtain.

Western government and IMF officials have said that they want to monitor the new

government's handling of the economy for at least three months after its installation in August before a formal agreement can be reached.

This timetable makes it unlikely that debt relief could be obtained before the end of this year.

If Nigeria can secure an Esaf agreement with the IMF, it could qualify for debt relief from the Paris Club under the Trinidad terms, involving a write-off of 50 per cent of the loans and longer payment periods for the rest.



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مكتبة الناصر



## The big guns head off a trade war

By Lionel Barber in Brussels

THERE was relief mixed with enthusiasm in Brussels yesterday as officials digested the last-minute compromise in the EC-US dispute over public purchasing rules.

The partial deal struck between Sir Leon Brittan, EC trade commissioner, and Mr Mickey Kantor, US trade representative, avoids a nasty spat. As late as Tuesday evening, the dispute risked escalating into a tit-for-tat trade war, wrecking hopes of progress in the Gatt Uruguay Round.

More positively, the compromise establishes a key principle: the progressive, reciprocal opening of markets in the government procurement market. The US still intends to proceed with sanctions because the deal does not cover telecommunications, but these will be taken on.

Like Mr Kantor, Sir Leon is a lawyer. In effect, he agreed this week to a plea-bargain. In return for a light sentence, he has acknowledged that "Buy European" legislation unfairly closes the EC procurement market, but he has persuaded the US to gradually start dropping

"Buy American" legislation at federal and state level. Right up until the final transatlantic telephone call on Wednesday evening, it was unclear whether the two men could find enough common ground to avoid a trade war.

Sir Leon, perhaps the staunchest free trader inside the 17-strong European Commission, was desperate to prevent the procurement dispute spilling over into the Gatt trade talks. His fear was that the Clinton administration's aggressive trade stance could provoke an anti-American backlash in Europe.

Yet Sir Leon also recognised that Mr Kantor needed to show the US Congress and US companies that tough tactics had produced some tangible successes. The hope is that both men have found a deal which will play to their respective domestic constituencies, though one EC official said yesterday there might not be enough blood to assuage EC trade hardliners.

The heart of the dispute lies with Article 29 of the EC utilities directive which entered into force on January 1 1993. The law gives a 3 per cent price preference to EC bidders



Sir Leon Brittan: desperate to prevent procurement dispute spilling over into the Gatt trade talks

for any government contract and allows an EC bidder to ignore an offer if the bidder has a European content of less than 50 per cent.

The US can now point to the EC's agreement to waive Article 29 covering heavy electrical equipment such as steam turbines - a market valued at \$1bn a year. In return, the EC can point to the removal of all restrictions against EC bids from the five publicly-owned federal electrical utilities, plus the Tennessee Valley Authority - a market which is valued potentially at \$5bn-\$10bn.

EC officials said yesterday these concessions should lead to the eventual elimination of "Buy American" clauses at "sub-federal" or state level - the lucrative market for building bridges, airports,

rapid transit, or buying school buses. These are currently effectively closed to EC companies.

According to the deal, the administration will approach the governors of all 50 states about the withdrawal of this legislation. Some 33 states have expressed general willingness to consider dropping the clauses.

Separately, both sides have agreed to remove all outstanding restrictions on each other's companies bidding for contracts to supply goods and services to central governments. This is a potentially huge prize, allowing EC and US companies to bid for services ranging from software to supplies to the US Army Corps of Engineers.

The final twist in the deal is

## Airlines of the world post third yearly loss

THE WORLD'S airlines lost money for the third year in succession in 1992, according to the International Civil Aviation Organisation (ICAO), a UN agency, Daniel Green reports.

It said that operating revenues of scheduled airlines, excluding flights within the Commonwealth of Independent States, rose to \$212bn (£140.3bn) from \$203.4bn in 1991. Operating expenses rose to \$213bn from \$204.4bn.

The 4.2 per cent growth in revenues was in line with an ICAO prediction a year ago.

The ICAO's 1992 figures also indicate that pressure on profit margins increased on the freight side, with revenues per tonne per kilometre falling from \$0.924 to \$0.887 between 1991 and 1992.

Costs per tonne per kilometre fell from \$0.93 cents to \$0.893 cents.

Freight traffic more than halved on the busiest routes such as the north Atlantic, despite big efforts to improve efficiency and a deep discounting price war.

## Turkmenistan telecoms deal

SIMKO, the Turkish telecommunications company, has signed a \$100m (£65.2m) deal to build three telephone exchanges in Turkmenistan, Interfax news agency said. Reuter reports from Moscow.

The central Asian republic, the world's third largest gas producer, with output totaling 84bn cubic metres a year, will fund the deal with natural gas exports.

Several Turkish companies have signed deals for telecom systems in former Soviet republics.

Officials from Turkey's state-run post and telecommunications company ETT, which donated a 3,500-line telephone switchboard to Turkmenistan last year, say only 6 per cent of the republic's 3.6m people own telephones.

## Japan to hear familiar litany of complaints

By Michio Nakamoto in Tokyo

THE arrival in Tokyo yesterday of Mr Ron Brown, US commerce secretary, is likely to be accompanied by familiar strong words from the US on Japan's trade surplus and closed markets, followed by polite rebuffs from Japan of US solutions for the problems.

Mr Brown is in Tokyo to take part in a ministerial conference on assistance to Russia. But his arrival two days before the conference opens will give him time to remind the Japanese that the US is serious about rectifying the countries' trade imbalance.

Japan needs little reminding so soon after the bilateral meeting in Washington last week, which left no doubt where the priorities of the US under President Bill Clinton lie. Even Japanese trade officials who have been through the same show often in the last 10 years fear this time they may be in for a tougher confrontation.

Both the structural and sectoral issues which the current US trade team says it wants to address have been discussed in the past. But this time the US administration's emphasis is on economic issues as a strategic priority and on achieving quantifiable results, says an official from Japan's Ministry of International Trade and Industry.

At the same time the Clinton team is not as ideologically committed to free trade as previous Republican administrations.

Mr Brown is likely to reiterate Washington's unhappiness with Japan's \$46bn (£30.4bn) trade surplus and the need to obtain concrete results in tackling the issue.

The new framework for bilateral consultations on trade agreed last week between Mr Clinton and Prime Minister Kiichi Miyazawa is expected to take firm shape in the months ahead.

In addition to its currency stance, which has allowed the yen to rise sharply against the dollar, the new bilateral trade framework will form a key pillar of Washington's strategy on correcting the trade imbalance.

The US also appears reluctant to abandon the idea of using temporary quantitative indicators to measure improvements in access to Japanese markets, despite numerous protests from Japan.

For its part, Tokyo is adamant it will not give in to US calls for such quantitative measures, which it has repeatedly said leads to managed trade.

The Japanese offer is for more long-term steps to deal with the trade imbalance, such as industry co-operation and business initiatives.

## Cuba barter its sugar

ITALGRANI, the Italian cereals and foods group based in Naples, has signed a £100bn (£42m) agreement with Cuba to supply semi-finished food products in return for sugar, writes Haig Simonian in Milan.

The deal is a further sign of the current revival in counter-trade for countries with problems obtaining hard currencies or in economic difficulties.

The Cuban economy has faced a growing crisis following the gradual withdrawal of

aid and supplies from the former Soviet Union. It has also suffered from the fall in price of some raw-material exports, notably sugar.

Italgrani will supply cereals, vegetable oils and pasta products, worth about £100bn, in return for Cuban sugar of a similar value.

Italgrani's deal, double the size of a similar one between July and November last year, will take effect in the second half of this year.

## EC-US move revives world trade hopes

SIGNS that the United States and the European Community aim to contain their dispute over government contracts have raised hopes for a revival of the long-stalled Uruguay Round world trade talks, Reuter reports from Geneva.

Both Sir Leon Brittan, EC trade commissioner, and Mr Mickey Kantor, US trade representative, who together shaped the partial accord, have said they are determined to push on to end the round successfully.

The dispute, in which both the US and the EC claimed their companies were often excluded from access to the other's lucrative public contracts, was

partly settled on Wednesday. At one stage it had appeared to be a serious threat to wrapping up the Uruguay Round, which is widely seen as offering a much-needed boost to the ailing world economy.

One trade envoy in Geneva, where the round is negotiated under the aegis of the General Agreement on Tariffs and Trade, said yesterday he was not unduly concerned that the two sides still retained some mutual sanctions over telecommunications. Even with such measures, "it looks as though they will be trying to quarantine the dispute and get on with the major job - fixing the round," he said.

A senior diplomat from an exporting state said he was heartened by what he saw as an effort by the US and the EC "to maximise accord and minimise the discord" on the procurement issue. "They seem to be concentrating their minds on the bigger prize - the round," he said.

However, some envoys and analysts involved in the round negotiations doubted whether the two key trading powers were ready to make a big effort to advance the cause of international free trade.

One expert expressed the hope that the partial accord would be a "step towards a wider government procure-

ment agreement that could be reached alongside a multilateral accord inside the round". But he thought it would take a lot more than that to convince people they were moving towards negotiating seriously and wrapping up the round.

Other diplomats and officials said they were not convinced that the administration of President Bill Clinton had yet decided to make the talks, originally due to have been completed in December 1990, a major priority.

The US and the EC have to settle all their own differences before the 100-odd other countries in the round can effectively be brought back into the process.



# IN 1969, ONE MAN TOOK A GIANT LEAP FOR MANKIND.

Oh yes, and some astronauts landed on the moon.

When they come to write the history of the 20th century, the summer of '69 will surely merit a chapter of its own.

The Beatles sang 'Get Back' on a London rooftop, there was a vibrant new President in the White House, and the eyes of the world were turned skywards as Neil Armstrong prepared to set foot on the Moon.

Away from the public gaze, a different band of pioneers was preparing to step into the unknown. But

in this case the destination was not a Sea of Tranquility, far from it. Fifteen metre waves and hurricane force winds were the lot of the early North Sea explorers, searching for oil and gas three kilometres below.

History records that both sets of men accomplished their missions. For the crew of the spaceship Apollo, their adventures were largely over.

For the oilmen they had just begun. In November 1970, BP duly announced

the discovery of their huge 'Forties' field. Hardly a single day has passed since without an act of sacrifice or courage on their part.

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And of course, new discoveries made the 'M' fields, off England's North East coast were discovered by BP just last year.

The Beatles never sang together again, Richard Nixon turned out to be, well, Richard Nixon and no astronauts have exceeded the achievements of Neil Armstrong and his men.

But how magnificently that golden age has been fulfilled, by the North Sea explorers from BP.



# Strikes by state workers may be outlawed

By John Authers  
and Ralph Atkins

A RADICAL plan to severely limit strike action by British state sector workers is being considered by the government as an option for thwarting a threatened boycott of school tests by protesting teachers.

Mrs Gillian Shephard, employment secretary, is backing a proposal that would end immunity from court action for strikes aimed principally at preventing employees performing statutory duties.

An amendment could be made to the Trade Union Reform and Employment Rights Bill which reaches its final stages on Monday in the House of Lords, Britain's upper chamber.

A government decision on whether to legislate will depend on today's ruling by the Appeal Court on a case brought against one of the main teaching unions by Wandsworth Borough Council in south London. The union, the National Association of Schoolmasters/Union of

Women Teachers, is boycotting preparation for the tests.

Mrs Shephard's proposals would mark a further substantial tightening by the government of Britain's trade union laws and set the government on a fresh confrontation with the trade union movement.

Details of the plan were disclosed in a letter dated February 26 from Mrs Shephard to Mr John Patten, education secretary, and leaked to the National Union of Teachers. The tone of the letter suggests the government has devoted

considerable effort to drawing up tough options for heading off the teachers - and perhaps strikes by railway workers.

Mr Patten has announced a review of the National Curriculum and associated tests but has refused to offer further concessions to the teachers.

Last night, however, it was unclear the extent to which Mrs Shephard had backing from Cabinet colleagues - or whether her proposals could be introduced in time to allow this summer's tests to proceed. Mr Norman Willis, general

secretary of the Trades Union Congress - the umbrella body for most large unions - said the move would be "offensive" and "heavy-handed".

Mrs Shephard's letter says disputes could be outlawed, "where the principal or sole demand is that workers should not be required to do work which is necessary in order to carry out a specific statutory duty on the employer".

It also says a more radical plan to remove immunity from any industrial action that interfered with the perfor-

mance of statutory duties, "would be highly controversial and would be attacked by our opponents as tantamount to the removal of the 'right to strike' from public sector employees." She adds: "I do not think we should contemplate going that far."

Legal experts suggested Mrs Shephard's proposals could be difficult to enforce, and lead to a mass of litigation. Employers' statutory duties have multiplied in recent years, partly thanks to the growth in health and safety legislation.

## Britain in brief



### Drug industry attacks state health policy

Government policy towards the drugs industry has been strongly attacked by the Association of the British Pharmaceutical Industry.

In a forceful speech, Mr Stewart Siddall, association president, said the extension of the list of products for which the state health service would not pay had come as a "real bombshell". The proposals, which had come without warning, could affect about £400m in annual sales.

The UK industry generated exports of £3m last year, a figure four times larger than Japan's. Yet spending on medicines per head in the UK was half the level in Germany, France and Italy.

### Amerada Hess awards contract

The US oil company Amerada Hess, which has bitterly complained about the budget changes to petroleum revenue tax, has awarded a £20m contract to develop its latest North Sea oilfield.

The contract for 54 kilometres of undersea pipelines for the Hudson Oilfield, off Shetland, has gone to Aberdeen-based Stena Offshore. The pipelines will link six sub-sea wells to Shell/Esso's Tern platform, 11km to the east of Hudson, which has estimated recoverable reserves of over 50m barrels of oil.

### French group in cable deal

The UK cable television industry has announced the second big deal in consecutive days when Generale des Eaux, the French water and energy group said it was increasing its British cable interests.

General Cable, a subsidiary of the French group, has pur-

chased or agreed to buy, cable television franchises in northern England. Mr Marc Noblet, managing director of General Cable said the project would involve investment of more than £500m over 10 years.

### Marine traffic plan defended

The Department of Transport yesterday defended its plan for a traffic separation scheme off the southern tip of Shetland.

Lord Donaldson, chairing the inquiry into the Braer disaster, accused the department of designing the marine equivalent of a "two lane highway" when an ordinary road would have been sufficient. The department said a simple sea-lane or a recommended route, as suggested by Lord Donaldson, would run the risk of causing tanker collisions. The inquiry resumes next Tuesday.

### Rifle design off target

Thirty-two modifications have been required on the army's standard rifle, the SA80, since it went into service seven years ago.

The Commons defence committee has been told that the army was now "entirely satisfied" with the weapon. Problems included faulty triggers, firing pins that broke, magazines that fell off and bayonets which became detached. Modifications, carried out on 60 per cent of the 307,000 rifles delivered, would add about 9 per cent to costs.

### Expense ruling for ministers

Controversy over government help towards the private legal expenses of Mr Norman Lamont, chancellor, has led to revised rules on the use of public money for matters related to ministers' personal affairs.

The guidelines say "great care" must be exercised when public funds are offered towards personal costs. The public accounts committee expressed regret that the Treasury had not highlighted in its accounts the decision to pay £4,700 towards the cost of evicting an unwanted tenant from Mr Lamont's private home.

## London exchange considers buying Nasdaq system

By Peter Martin  
Financial Editor

THE London Stock Exchange has decided to consider a computer system from Nasdaq, the US exchange, as a replacement for its Seaq trading system.

Parts of the Nasdaq system will be considered as an alternative to the exchange's own proposed new system, which is being developed by Andersen Consulting.

The decision to consider both systems was made by the Stock Exchange board yesterday. The board also agreed to concentrate on "core functions", and to transfer the exchange's Topic electronic information system to two outside vendors, Telekurs of Switzerland and ICV of Woking.

The Nasdaq decision is a victory for five big City securities houses. They commissioned a study from Booz Allen, the management consultants, which concluded that it would be better to buy a system from another stock exchange. Some houses lack confidence in the exchange's ability to develop systems, after the failure last month of its planned Taurus automated settlement system.

"The board is clear that it will invest in supporting a market system and we are looking anxiously at making a final decision on that in the

near future," said Sir Andrew Hugh Smith, stock exchange chairman. The two systems will be compared over the next month and the decision will be taken at the board's next meeting, in late May. There will be an independent assessment, which is likely to mean the appointment of a third set of consultants.

Sir Andrew stressed the choice would be between the exchange's own proposed new system, on which work started a year ago, and parts of the next-generation Nasdaq system. Mr James Spellman, of Nasdaq in Washington, said that the first elements of the new Nasdaq system would be distributed to customers this autumn, but that the whole project would take between five and seven years to complete.

The exchange has considered buying a system from Nasdaq twice in the last five years, most recently two years ago. But each time the decision has gone against it.

The exchange board said its core functions were: organising and regulating the UK central market in securities, running the Seaq International market in international securities, and acting as the legally designated "UK competent authority" for listing securities.

## Irish premier sees need for conciliation

By Tim Cooney, in Dublin

MR ALBERT Reynolds, the Irish prime minister, last night reiterated his wish to see a united Ireland but conceded that a more conciliatory approach was needed towards the Unionist community in Ulster.

In a keynote speech on policy towards Northern Ireland he also firmly ruled out any concessions on the Republic of Ireland's constitution as a precondition for renewed all-party talks.

Speaking at a fund-raising dinner in New York for his party, he said: "The Fianna Fail party is committed as one of its principal aims to the eventual establishment of a united Ireland, but recognises that realistically it can only come about through agreement and consent."

Mr Reynolds' statements are his strongest yet and appear to have been made in response to backbench criticism that his government's policy on the Ulster is being dictated by the Labour party. Fianna Fail's coalition partners.

Responding to Unionist leaders' insistence that the Republic must first drop its territorial claim to the province before any further progress in round-table talks can be made, Mr Reynolds said "While we do not accept preconditions, we are not averse to the issues being raised".



On guard: an officer checks a troop of honour in London yesterday for Crown Prince Abdullah bin Abdul Aziz, deputy head of the Saudi national guard - a potential customer for British tanks

## Rail union to ballot on BR peace plan

By Robert Taylor,  
Labour Correspondent

THE EXECUTIVE of RMT, the main rail union, is to ballot its 60,000 members employed by British Rail, the state-run railway, on a BR proposal to end the current dispute. No further action will be taken before the result is announced on May 14. The union executive is recommending members reject

BR's final proposals, which were presented to the union earlier this week. These provide written assurances on jobs and the extension of contract work.

The union has been seeking a guarantee of no compulsory redundancies and a moratorium on the extension of contract work. The dispute has involved two one day strikes which have cost BR at least

£20m gross in lost revenue.

The RMT ballot followed its embarrassing deadlock on Wednesday night after nine hours of argument caused by the intricacies of the union's 80-year-old constitution.

A majority of the executive rejected BR's final offer but the requisite two thirds majority was not prepared to back a proposal to call a further one day strike for next Friday.

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ACTIVE INVOLVEMENT IN  
RECYCLING. AND MATCHING  
OUR DEVELOPMENT OF NEW  
TECHNOLOGIES THAT ARE  
ECOLOGY-RELATED, SUCH AS  
SOLAR POWER. LET'S COMPETE  
FOR A CLEANER ENVIRONMENT.  
IT'S TOO LATE TO SAVE WHAT'S  
LOST. BUT WE CAN STILL  
PROTECT WHAT'S LEFT.

SO, TOGETHER, LET'S CARE.

مكتبة النور







## MANAGEMENT

Nine hundred and ninety five accountants cannot be wrong when it comes to spotting a good financial deal. When Stoy Hayward asked its 1,000 employees whether they would like to receive up to one fifth of their salary in profit-related pay, only five were doubtful.

Accountants are not best known for risk taking, and at Stoy Hayward they have signed up to a scheme that appears to have little downside. If the company hits its profits target, employees will be better off by £1,600 a year. If the company falls short, employees get their share of the extra. If it does worse, the scheme can protect employees so that in net pay terms they are probably no worse off than before.

Stoy Hayward is just one of 4,000 UK companies that have introduced profit-related pay since it became available in 1987. This week the UK government announced that more than 1m people are receiving PRP, and the publicity generated has caused the telephone at the Inland Revenue to ring incessantly. More and more companies want to know how they take advantage of a scheme.

The original idea was that by linking pay to profits, companies could make their wage costs variable. Employees would be given an incentive to work harder, and in good times would reap the rewards, while in bad times would share the pain.

Roger Young, head of the Institute of Management, purrs over the latest figures. "It is very encouraging to see how profit-related pay is taking off. We need to keep our cost base as flexible as possible."

It is not clear, though, whether the scheme, which allows companies to pay employees up to £4,000 tax free, is working entirely as the government intended. In August the Inland Revenue closed a loophole which made it easy for companies to pay out PRP almost irrespective of their performance. But even with this route closed, the wizards at the accountancy firms appear able to come up with schemes to do more or less what companies want.

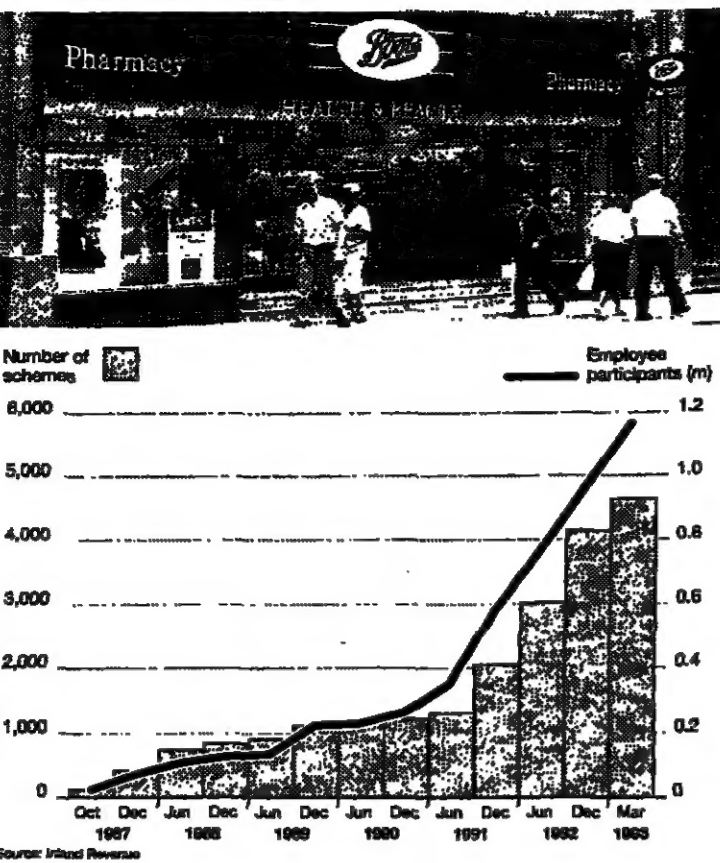
"If you design the scheme carefully you can safeguard employees when profits fall," says Sue Bartlett from consultants R Watson & Sons. Most companies re-submit a new plan every year: those that can predict their profits will be able almost to choose how much they pay out. Companies with more erratic profits can limit the effect that these fluctuations have on pay, and they can also put a cap on profits above which no further bonus need be paid out.

The promise of a big saving on the payroll - which might typically be around 6 per cent - is particu-

Companies and staff have much to gain and little to lose from tying pay to profits, writes Lucy Kellaway

## Nice little earner

How PRP has taken off



larly attractive during the recession. "Companies are using these schemes instead of a pay rise," says Bartlett.

This can be done in two ways, either by introducing PRP as a bonus paid in addition to existing salary, or by getting employees to swap part of their salary for a PRP.

A company that has taken the latter route is Asda Property, which is not paying out any more money this year but has introduced a salary sacrifice scheme instead. There are no fixed rules on how the tax

savings are shared between companies and employees, but Asda has passed on the full benefit to give employees a 4.5 per cent net pay rise.

The scheme works so that each month the company pays the same net pay to its employees as before, distributing the extra at the end of the financial year when the final profit figure is known. If the company badly misses its target, and has therefore paid out too much over the year, the Inland Revenue recoups the money from the employer, not the employee.

"You won't get employees involved if there is too much to lose," says Paul Huberman, finance director. "They won't agree to anything that would mean their monthly pay would fall, as they've got commitments to meet. After all, I can't blame my secretary if our profits go down."

However, because employees stand to gain if the profits go up, he says the scheme has focused their attention on the company's performance. The scheme has also proved popular because it gives the same benefit to all employees.

Most of the big companies with PRP have used it as a more tax-efficient vehicle for paying bonuses than existing schemes in which a profit-related lump is paid out at the end of the year. The largest company to do so is Boots, whose scheme covers 56,000 employees. The tax break has given a boost to the old arrangement - a bonus that previously would have been worth 5 per cent is now worth closer to 10 per cent. "The scheme gives our workforce a greater stake in the business. It means they switch the lights off at night and don't keep the machinery running," says Alan Hainsworth, remuneration manager. It also may have lessened pay claims, he argues.

The Halifax Building Society operates a similar scheme, which has paid out an annual bonus of between 2 and 10 per cent of employees' salaries over the last five years. According to David Thornborough, an assistant general manager, "staff see that it is not a static give-away every year."

Some companies have shunned PRP because they prefer incentive schemes based on individual rather than group performance. But at both Boots and Halifax the scheme is seen as an addition rather than an alternative to individual incentives.

The flexibility of PRP means that a suitable plan can be designed for most companies - at least for those that are making profits. Those that have little to gain from them are those with very low-paid workers - who pay little tax anyway - or with profits so volatile that they are impossible to predict. Companies may need to adjust pension funds to include expected PRP as part of final salary.

So far, very large companies have held back from salary sacrifice schemes. The main problem, according to Brian Friedman of Stoy Hayward, is one of communication. "We wrote to everyone setting out the terms. We then published a booklet about it. We invited staff to briefings, and we ran a help line to deal with individual inquiries."

The accountants themselves were convinced. They are now setting out to convince their clients.

CHRISTOPHER LORENZ

## Learning to live with a cultural mix



DO YOU work for an American multinational which is having trouble introducing a performance-related pay scheme in its French, German and Asian subsidiaries, even though it has worked well in Britain, Sweden and the Netherlands? Is your employer a German company which is struggling to apply Anglo-Saxon methods of "change management"? Or do you work for an Italian or Spanish enterprise which is experiencing schizophrenia over the new "matrix management" structure being imposed by its US or British parent?

If so, you're suffering from one of the most underrated aspects of management culture clash. If you read only the best-selling business books, or listen just to the world's top management gurus, you will either be surprised by these problems or fail to appreciate their disruptive potential. For your management ideas will have been formed by a mixture of your own cultural experience and the dominant American view that there is "one best way" of resolving any issue - so that a company with a strong corporate culture will be able to bridge any national differences among its employees around the world.

Yet consider the evidence presented in a new book\* by Frans Trompenaars, a Franco-Dutchman who worked in nine countries for Shell before becoming a consultant to the oil group and several other sophisticated cross-cultural multinationals, as well as "learners" such as Mars, Kodak, Heineken, Philips, ICI and Apple. He has also compiled a database of the cultural characteristics of 16,000 managers and staff from 30 countries in 50 countries.

His conclusions contrast starkly with the notion that the world is becoming a "global village", in which a new generation of international managers will operate easily across borders. Instead, he argues that what works in one culture will seldom do so in another. On performance pay, for instance, Trompenaars finds that

people in France, Germany, Italy and large parts of Asia tend not to accept "that individual members of the group should excel in a way that reveals the shortcomings of other members". On two-way communication, Americans may be motivated by feedback sessions, while Germans find them "enforced admissions of failure". On more structural issues such as decentralisation and delegation, approaches that work well in Anglo-Saxon cultures, plus Scandinavia, the Netherlands and Germany, may prove disastrous in Belgium, France and Spain.

Some of these differences are pretty obvious, and skilful companies have learned how to accommodate them. But in many cases, especially where the local culture bottles up problems by discouraging open criticism, the gung-ho "universalist" manager will not

and some Asians. Contrary to American dogma, Trompenaars argues that the second group is better at dealing with change.

These dimensions have combined in various ways to create several types of corporate culture, Trompenaars concludes, with the home culture dominating in most multinationals. No organisation consists of just one cultural type, but the mix between them varies considerably. They include:

● Family. Typical of Japan, India, Belgium, Italy, Spain and smaller French companies. Very hierarchical, and more intuitive than rational. Delegation is difficult because the leader is a father figure who is seen as knowing better than his subordinates. Matrix and project structures create problems, since they divide authority and loyalty. Praise is a better motivator than money.

● Eiffel Tower. Typical of large French companies, plus German and Dutch ones. Also hierarchical, but much more impersonal and rule-driven. Adapts very slowly to changing environments.

● Guided missile. Typical of the US and, to a lesser extent, the UK. This is much more egalitarian and individualistic, but also impersonal. It can adjust course rapidly, but not change it completely.

Where does all this leave the struggling multinational and its "global managers"? Above all, Trompenaars advises companies to avoid their usual blanket application of standard, head office-generated American and north European ways of managing.

Instead he advocates a "transnational" approach: a blend of the best from several cultures which should be applied differently in each country. Managers must also be trained in cross-cultural awareness and respect, he says. They must stop seeing cultural problems as other people's stubbornness.

Trompenaars underplays the gradual narrowing of cultural differences among some younger globalisers. But his prescription is a welcome antidote to blinkered universalism.

\**Riding the Waves of Culture*. Economist Books. £20.

No organisation consists of just one cultural type, but the mix between them varies considerably

even perceive them. All he or she will notice is general dissatisfaction or poor performance.

Trompenaars distinguishes seven basic, but finely nuanced, dimensions of culture. Five concern the way people deal with each other. They include: "universalism versus particularism" (behaviour based on general versus specific relationships); the slightly different "collectivism versus individualism" (group-based versus individual behaviour); a "neutral" versus expressive attitude to emotions; and the creation of status through achievement, versus what Trompenaars calls "affiliation"; this is similar to the usual juxtaposition of "personal" and "positional" power.

A sixth dimension concerns people's attitude to time, especially the future. The final one is whether, like most Americans and north Europeans, they strive to mould their environment, or whether they tend to go along with it more, like most Europeans

## LEGAL NOTICES

No. 003221 of 1993  
IN THE HIGH COURT OF JUSTICE  
CHANCERY DIVISION  
IN THE MATTER OF DONAR CEREAL PRODUCTS LIMITED

and  
IN THE MATTER OF THE COMPANIES ACT 1986

NOTICE IS HEREBY GIVEN that a Petition was presented to His Majesty's High Court of Justice, Chancery Division on 20th April 1993 for the confirmation of the reduction of the Share Premium Account of the Company by £25,664.988.

AND NOTICE is further given that the said Petition is directed to be heard before Mr Registrar Buckley at the Royal Courts of Justice, Strand, London WC2A 2LL on Wednesday the 26th day of May 1993.

Any Creditor or Shareholder of the said Company desiring to oppose the making of an Order for the confirmation of the said reduction of Share Premium Account should appear at the time of the hearing in person or by Counsel for that purpose. A copy of the said Petition will be furnished to any person requiring the same by the undersigned Solicitors on payment of the regulated charge for the same.

Dated the 23rd day of April 1993  
CLIFFORD CHANCE  
200 Aldersgate Street  
London EC1A 4JL  
Ref. EWC  
Solicitors to the Company

THE INSOLVENCY ACT 1986  
MARLINGHAM FINANCIAL SERVICES LIMITED

NOTICE IS HEREBY GIVEN pursuant to Section 94 of the Insolvency Act, 1986 that a Meeting of Creditors of the above named Company will be held at The Royal Court, Strand, London WC2A 2LL on 30th April 1993 at 12.00pm for the purpose of electing a Liquidator in accordance with Sections 99, 100, and 101 of the said Act.

D J Taylor MPA, a Licensed Insolvency Practitioner of Messrs David Taylor, 11 Tavistock Place, London WC1 will free of charge, supply Creditors with such information concerning the company's affairs as they may reasonably require.

DATED 14th April 1993  
D. Heath  
Director

MULHEAD LIMITED

Registered number: 2882808.  
Trading names: Mulhead, Trade classification: 3320, Messrs and addresses of Joint Administrative Receivers: Neil Hunter, Clifford Chance, 200 Aldersgate Street, London EC1A 4JL, City Road, London EC1V 2NU and Nigel Ruddock, Robinson Street, 124 City Road, London EC1V 2NU. Office Holder No: 6049 and 6047. Date of appointment of Administrative Receivers: 29th January 1993. By whom Appointed: Barclays Bank PLC. Date of Charge: 21st August 1991. Name of Chargee: N. M. COOPER and N. RUDDOCK, Joint Administrative Receivers. This is a consolidated advertisement and the appointment of Joint Administrative Receivers took place on 29th January 1993.

Notice of Appointment of Joint Administrative Receivers

Receives: HONEYBEE BROTHERS (WHOLESALE) LIMITED

Registered number: 1706106. Nature of business: Agricultural wholesale distribution. Trade classification: 12. Date of appointment of Administrative Receivers: 13 April 1993. Name of person appointing the Administrative Receivers: National Westminster Bank PLC. Joint Administrative Receivers: N J Vought and C J Hughes. Office holder number: 6206, 2001, Coopers & Lybrand, PO Box 262, Grosvenor House, 10 Abchurch Lane, Maidstone, Kent ME14 3JZ.

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No. 003222 of 1993  
IN THE HIGH COURT OF JUSTICE  
CHANCERY DIVISION  
IN THE MATTER OF LBAF BANK LIMITED

and  
IN THE MATTER OF THE COMPANIES ACT 1986

NOTICE IS HEREBY GIVEN that a Petition was presented to His Majesty's High Court of Justice, Chancery Division on 20th March 1993 for the confirmation of the reduction of share capital of the Company by £46,000,000 and US \$172,045,999.50 with a view to winding off against the credit arising from the balance of £9,027,000 and US\$30,000,000 and applying the balance in paying up new share capital.

AND NOTICE is further given that the said Petition is directed to be heard before Mr Registrar Buckley at the Royal Courts of Justice, Strand, London WC2A 2LL on Wednesday the 26th day of May 1993.

Any Creditor or Shareholder of the said Company desiring to oppose the making of an Order for the confirmation of the said reduction of share capital should appear at the time of the hearing in person or by Counsel for that purpose. A copy of the said Petition will be furnished to any person requiring the same by the undersigned Solicitors on payment of the regulated charge for the same.

Dated the 23rd day of April 1993  
CLIFFORD CHANCE  
200 Aldersgate Street  
London EC1A 4JL  
Ref. EWC  
Solicitors to the Company

THE INSOLVENCY ACT 1986  
MARLINGHAM FINANCIAL SERVICES LIMITED

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## CONTRACTS &amp; TENDERS

E.C.I.O.  
EXPORT CREDIT INSURANCE ORGANIZATION

INVITATION FOR PREQUALIFICATION

The Council of E.C.I.O., a public insurance entity in Greece, having the intention, in accordance with European Community Rules, to accomplish the privatization of the branch of commercial risk export credit insurance, wishes to invite specialised consultants on export credit insurance matters for undertaking the feasibility study of this procedure.

Both the Consultant Entity and the persons involved must have adequate credentials, qualifications and experience in the matter and must have undertaken similar studies and investigations in the recent past.

The intention of interest, with the relevant qualifications, must be received by May 15, 1993 and the letter addressed to

Export Credit Insurance Organization,  
57 Panepistimiou Street,  
105 64 Athens, Greece

## COMPANY NOTICES

GENERAL MOTORS CORPORATION

Further to the DIVIDEND DECLARATION of 26th February 1993 NOTICE is now given that the following distribution will become payable on or after 19th April 1993 against presentation to the Depository (as below) of Claim Forms listing Bearer Depositary Receipts.

GROSS DISTRIBUTION PER UNIT	1.00 CENTS
LESS 15%	
US WITHHOLDING TAX	0.1500 CENTS
	0.8500 CENTS PER UNIT
CONVERTED AT 1.5560	0.5463 PENCE PER UNIT

Barclays Bank PLC  
Stock Exchange Services Department  
168 Fenchurch Street, London EC3P 3HP

## APPOINTMENTS ADVERTISING

appears every Wednesday & Thursday & Friday (International edition only)

For further information please call:

Tricia Strong on 071-473 3199

Andrew Skarzynski on 071-473 3607

Philip Wrigley on 071-473 3351

JoAnn Griffler New York 212 752 4500

**We've got the future on the right track.**

AEG demonstrates its know-how in the field of rail systems using new environmental and economic solutions. You'll find our state-of-the-art technologies in everything that rolls on rails from ultra high-speed intercity express trains to locomotives, from light rail vehicles to fully automatic people movers. AEG's rail transport components and equipment combine matchless engineering with superior systems compatibility. So we can keep the world moving and use less of its precious resources.

**AEG's areas of activity:**

- Automation
- Electrotechnical Systems and Components
- Rail Systems
- Domestic Appliances
- Microelectronics

**AEG**  
A member of the Daimler-Benz Group

## ART GALLERIES

MARLBOROUGH FINE ART LTD 6

Abchurch Lane, London EC4A 3DF. New

York Gallery Unit 30 April 1993. Mon-Fri

10am-5pm. Sat 10am-12.30pm, closed 9-12

April 1993 Tel. 071-489 0181

MARLBOROUGH FINE ART LTD 6

Abchurch Lane, London EC4A 3DF. New

York Gallery Unit 30 April 1993. Mon-Fri

10am-5pm. Sat 10am-12.30pm, closed 9-12

April 1993 Tel. 071-489 0181

MARLBOROUGH FINE ART LTD 6

Abchurch Lane, London EC4A 3DF. New

York Gallery Unit 30 April 1993. Mon-Fri



When Audi launches its latest top-of-the-range luxury car next spring it will be the culmination of one of the few joint venture projects between a European and a US company to have reached a successful outcome. For the car will be built mainly of aluminium, using technology jointly developed by Audi, the up-market subsidiary of Germany's Volkswagen group, and the Aluminium Company of America, the western world's biggest aluminium group.

How was it possible for companies with such different cultures to stay the course during the 11 years the project - called the aluminium intensive vehicle project - needed to come to fruition?

The answer, it seems, is that the bosses at both companies were personally involved at the start, were dedicated to the project, and never gave up pushing for its ultimate success.

Audi and Alcoa set themselves some daunting objectives and it was not clear until well into the project that these could be achieved. As Heinrich Timm, manager of the Audi team involved in the project and an engineer who has been with it since the start, says: "At the beginning nobody could guarantee that the concept would work."

The companies set out to design and build an all-aluminium car. But aluminium is much more expensive than steel, the traditional material used for car construction, so it was not going to be viable simply to substitute aluminium for other materials in most of the components.

Instead, the partners set out to design a car that had many fewer individual components and structures than were used in steel vehicles. This involved developing new aluminium alloys which would be safer than steel - which would crumple in a controlled way, for example, if a vehicle was in a crash.

At the same time, it was recognised that constructing an aluminium car would require a very different approach from the conventional car assembly line. New production processes had to be developed too.

Consequently, there were many times when the dedication of the men at the top was tested. There were times when engineers began to believe some of the objectives simply could not be reached; times when accountants asked searching questions about the budget.

But the bosses would not accept defeat. At Audi there was Ferdinand Piech, the "father" of the project and Audi's chairman, until he was promoted recently to become chairman of the Volkswagen group. He believed Audi was underrated in the car market and deserved a "place at the top table".

Audi and Alcoa are preparing to launch a tough but lightweight luxury car, writes Kenneth Gooding

## Vorsprung durch aluminium



Audi's study for an all-aluminium sports car demonstrates the potential offered by aluminium for weight saving in car design

with German rivals BMW and Mercedes, and Jaguar of the UK.

He also believed that Audi would not gain this recognition by producing "me-too" cars which simply copied the virtues of those made by the competition. Audi needed to set itself apart by taking a technological lead over its rivals. With this objective in mind, 11 years ago Audi launched the world's first four-wheel-drive saloon car, the Quattro. Audi also started to use galvanised steel to make its cars more rust-resistant.

Piech was already thinking about the next generation of Audi cars when he put his proposition to Alcoa. There it was seized on with enthusiasm by Fred Fetterolf, Alcoa's president until he retired two years ago, who could see it might well provide an important new market for aluminium. The joint venture was up and running in 1982.

Although many objectives were set, there were no deadlines. This removed a great deal of pressure from the Audi and Alcoa engineering teams but it also increased the chances that one or both of the

bosses would run out of enthusiasm or patience. In the event, it was the engineers who sometimes temporarily ran out of steam. "But whenever we suggested we should stop the project because we did not think we could find solutions, they said we must carry on," Timm recalls.

**'We have changed the rule that says the bigger and better the car, the heavier it must be'**

This backing, needed several times during the past 11 years, was unstintingly given even when Audi and Alcoa ran into troubled times. For example, Audi lost ground in its most-important export market, the highly-competitive US luxury car market, because of the bad publicity that arose when some customers experienced unexpected acceleration problems.

As for Alcoa, there were even some years, in the wake of the oil

supply crises in the 1970s, when some of US group's senior managers seemed to have lost faith in the future of aluminium, a metal whose production process absorbs huge amounts of energy.

Throughout that difficult period Fetterolf remained steadfastly behind the AIV (aluminium intensive vehicle) project.

"We are very happy with the association with Alcoa," says Franz Josef Körtim, who has taken over from Mr Piech as Audi's chairman. "It works very well because both sides are dedicated to show the world this concept will work and can bring the world new technology. Alcoa is fighting for the aluminium story and we also have much to gain. We can make our slogan *Vorsprung durch Technik* come to life."

From the outset it was decided each of the companies would pay its own costs. It was expected that during the research and development phase those costs would fall about equally on each of them. From this early work they developed special aluminium alloys for a spaceframe, a skeleton-like car body structure,

composed of fewer than 100 extrusions and castings which can be welded by robots. This compares with the conventional car structure that requires spot welding of as many as 300 stamped steel components. The new aluminium alloys and castings processes improve the metal's strength and toughness, enhance its "crushability" - the ability to crumple evenly and predictably - and its shock absorption.

For car makers, the new technology offers several advantages: it cuts the weight of a car's body by about 35 per cent compared with traditional steel bodies without reducing the vehicle's size; it reduces tooling expense by as much as 50 per cent, and cuts the number of parts to be stocked and the time taken from design to production.

The partners agreed that, at a certain point, they would go their own ways with the technology. Alcoa has built a \$70m (240m) plant at Soest in Germany to produce the spaceframes and other aluminium components for Audi and will be offering the technology - and products from the Soest plant - to other car makers.

Audi has spent about DM1bn (240m) to bring its new luxury car to the market. Körtim says: "This is our most important project. We are trying for the second time for success in this segment of the car market and this is a great challenge for the company. But we will set new standards in this segment. We have changed the rule that says the bigger and better the car, the heavier it must be. It is true that cars generally have improved enormously, but the weight has increased enormously too."

He says the new Audi will offer drivers "a new experience because of its light weight, stiffness and rigidity and safety". Many will find its performance and low fuel consumption astonishing. "And this is because it is built of aluminium."

Körtim says, however, it is not yet possible to promise that all Audi's cars will one day be using this technology. At present the process is economic only for production runs of up to 100,000 cars a year but the partners are looking for ways to make longer runs viable.

In the meantime, before the new car is launched Audi's biggest marketing challenge, ironically, is to undo some of the aluminium industry's work in promoting the metal as the ideal, recyclable, material for beverage cans and other types of packaging. Körtim says: "Our marketing must emphasise that all aircraft and rockets use this material. We must re-educate people so that they associate aluminium with high technology, not with something you throw away when you have finished with it."

### Worth Watching - Della Bradshaw



#### Damaged goods sent packing

"Damaged in transit" is an all too frequent expression, but for many small valuable items, such as chips or electronic components, it could soon become redundant.

Rapida Pak, of Bedford, has developed a packaging system that suspends delicate items in a flexible film inside a sturdy double-walled corrugated cardboard frame.

A sheet of the bio-degradable film, developed by Wolf Walsrode, in Germany, is stretched across the two halves of the cardboard frame. When the item is placed inside and the box closed around it, the film stretches to the shape of the product, holding it tightly in place. Rapida Pak: 0234 214896.

#### Plain fax on a thermal printer

Many companies are considering whether to replace their thermal fax machines with plain paper models. Muratec, a subsidiary of Murata Machinery of Japan, believes it has come up with the best of both worlds - a thermal fax machine that prints on plain paper.

Because the F-70 uses inkfilm transfer thermal printing, in which the image is transferred from the inkfilm to the paper, the costs are stable - 2.5p a sheet. But the use of plain paper means the document does not fade, curl or need photocopying before filing. Muratec: UK, 0787 780178.

#### Dental work to chew on

If you want to prevent tooth decay you should be choosy about the type of artificial sweetener in your chewing gum, according to research from the Central

American country of Belize.

The 28-month study of 1,000 10-year-olds, conducted by Kanku Mäkinen of the University of Michigan Dental School, showed that children who regularly chewed xylitol-sweetened gum had half the new cavities of children who chewed gum containing rival sweeteners.

The research was sponsored by Leaf, of Finland, which makes gum containing xylitol. Xylitol is found in fruits and plants and produced commercially from birchwood. Mäkinen says that unlike other sweeteners, xylitol helps neutralise plaque acids and so promotes natural remineralisation. Leaf: UK, 0272 511122.

#### Computers put in the picture

Japanese electronics company NEC has developed a computer system that can identify famous pictures from rough sketches drawn on the screen.

The Intellectual Image Search System uses pattern recognition technology to analyse the colour and composition of a sketch and matches it with the most appropriate image in its database.

As well as innumerable multimedia uses in education, NEC predicts that the system could be used to catch criminals by matching rough sketches drawn by witnesses to images on a police database. NEC: Japan, 03 3796 6311.

#### White mineral blocks the sun

For those who spend their summer holidays worrying whether the sun is damaging their skin, Masta, part of the London School of Hygiene and Tropical Medicine, has developed a sunblock which, it believes, has advantages over existing cosmetic creams.

The lotion, a healthcare rather than a cosmetic preparation, contains the mineral titanium dioxide. It provides a sun protection factor of 15 against UVA and UVB rays.

Titanium dioxide provides the white pigment in paint. In the adult formulation of the lotion the whitening is minimised, but for children it is retained to indicate whether the child's skin has been completely covered. Masta: UK, 071 631 4408.

## PEOPLE

### Liberty carries the torch for Cadbury

Hard on the heels of the appointment of two part-time directors, Liberty has decided to split the two top executive roles at the up-market fabric and fashion group, bringing in Patrick Austen (right) from BTR as chief executive. Harry Weblin (far right), who is 63, will remain as executive chairman.

John Pugh, finance director, denies the move was solely inspired by pressures from Brian Myerson, the London-based South African investor whose attempts to secure voting rights for all the company's shares at last summer's general meeting were roundly trounced but who still holds 15.77 per cent of the voting and nearly 8 per

cent of the non-voting stock. "Splitting the roles" was on Mr Myerson's agenda, but it was also on Cadbury's agenda. Moreover, the search was made with a view to Harry's retirement in a couple of years' time. A happy coincidence," according to Pugh, who adds that the search has been going on for "not quite a year".

Myerson, meanwhile, who says he was introduced to the new man three weeks ago but was not directly involved in picking him, thinks he "has all the credentials to do the job. I spoke to him this morning and wished him lots of luck - and I don't mean that sarcastically."

Austen, 48, is being hired not



for his retailing skills - Weblin, an ex-Harrods executive, has those - but for his brand savvy and textiles experience. With 22 years at ICI Fibres under his belt, albeit handling rather different fabrics from Liberty silk, he moved to Pretty Polly in 1983, just before BTR acquired its then owner Thomas Tilling. He is credited with the vigorous expansion of Pretty Polly sales. Since 1987 he has been chief executive of the consumer products group of BTR

- which includes brands such as Dunlop and Slazenger - a division which turns over £250m annually and employs some 3,700 staff. And how will the hard-nosed BTR approach go down at the genteel Regent Street headquarters? "Any form of discipline is going to be good for the company," Pugh counters, while others comment that Austen, a keen golfer and blue water sailor, is notably more relaxed than some of his erstwhile colleagues.

### Rose steps into Coleman's cast-offs

Burton, the UK fashion retailing group, confirmed yesterday that John Coleman had resigned as head of its Dorothy Perkins division. The company would not comment on the reason for Coleman's departure, but there is speculation that he is being considered for other senior retail positions.

He will be replaced by Stuart Rose, managing director of Burton's Evans chain.

Rose, 44, spent the first 17 years of his retail career with Marks and Spencer, 12 of them in the food division. For the final 18 months he worked at M and S's highly successful Boulevard Hausmann branch in Paris.

He joined Burton in 1989 and worked as a buying and merchandising director at the Debenhams department store chain before joining Evans.

Rose's eventual replacement at Evans will be Nick Hollingworth, managing director of IS, the discount retailer that comes under the Evans umbrella.

Oliver Whitehead, group chief executive of Babcock International, has been confirmed as Graeme Odgers' replacement as group chief executive at ALFRED McALPINE.

Dave Willett, president of Servotex Company in Boston, has been appointed a main board director.

Nicholas Harrington, finance director and company secretary, has been appointed to the board of ASPREY.

Marcus Hewson, regional director for London and the south region, and Andrew Taylor, regional director for the Midlands, have been promoted to senior vice-presidents on McDonald's RESTAURANTS top UK team; this consists of two executive vice-presidents and three senior vice-presidents.

Malcolm MacIntyre, formerly manufacturing director, has been appointed md of PLYSU.

Arnie Iverson has been appointed to the board of WOODCHESTER INVESTMENTS.

Andrew Keyte has been appointed marketing director of UK GOLD; he moves from Warner Home Video. Cynthia King Vance has been appointed finance director; she moves from McKinsey.

### Engineer quits Invesco MIM

The surprise resignation of Invesco MIM's finance director Ratan Engineer yesterday will almost certainly not be the last departure, with other changes understood to be afoot, at least below board level. The troubled fund manager has already lost other senior staff this year.

Engineer had been with the group for six years, the past four as finance director. He had also chaired Drayton Asia, the investment trust which Invesco has just lost to EFM Dragon after a strongly contested battle. Before joining Invesco, he had been a partner and head of corporate finance at Robson Rhodes.

Michael Perman, company secretary, says that Engineer's departure was "totally unrelated to Drayton Asia". He alluded to the management changes over the past year in the course of which the American Charles Brady first became chief executive and now executive chairman. "Ratan has been heavily involved in implementing the changes, and he stayed to help do the results. Now he wants to change his focus. It is a personal decision and totally amicable," says Perman.

Engineer's departure does raise again the question of the future location of head office. With the bulk of funds under management emanating from the US there has been speculation that a move across the Atlantic may not be far away.

### BULGARIA

The FT proposes to publish this survey on May 5 1993

It will be seen by leading international businessmen in 160 countries worldwide. If you would like to promote your organisation's involvement to this important audience please contact:

Patricia Surridge  
in London  
Tel: 071-873 3426  
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FT SURVEYS

### Change of Address

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It is with much pleasure that we announce the change of address for the London Representative Office of The National Commercial Bank from our present premises in Bevis House, to

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Please note that all correspondence, including Annual Reports, should be sent to our new address from 26 April 1993 onwards.

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### Bowman bows out



The search is on at accountants Price Waterhouse for a new chairman of its European firm, following the announcement that Sir Jeffrey Bowman, the incumbent, is to retire this autumn.

Sir Jeffrey, 58, has been chairman since the creation of the pan-European structure when UK and European firms combined in 1988. He has helped guide the integration of the firms since.

Sir Jeffrey was previously senior partner of PW in the UK from 1982-91, and had been with the firm since 1958. He was joint chief executive of the PW world organisation from 1980 to 1992 and joint chairman since 1992.

He says he plans to travel less, play more golf, stay at home and take life a little more easily. "But I have no doubt that something will come up," he adds.

An electoral college of about one-tenth of the firm's European partners is currently considering candidates to replace him after he leaves on September 30. Nominations are expected to be complete by July.



## THE PROPERTY MARKET

When Mr Sydney Mason, the autocratic 72-year-old chairman of Hammerson, retires this summer, it will be the end of an era for the property company he has dominated for the past 34 years.

Mr Mason has been virtually synonymous with the group since he took over as chairman from Lew Hammerson in 1958. Although he relinquished the post of managing director in 1988, the company is still perceived as his personal fiefdom.

His retirement will also mark the end of an era for the industry. Mr Mason is the last surviving member of the postwar generation of property tycoons, the last of the men of the old school.

Mr Mason's retirement is widely seen as long overdue. Nonetheless his colleagues talk reverently of his "gut feeling" for property, his instinctive ability to size up the value of a deal. "He has a nose for property; he can smell a deal," says Mr John Parry, Hammerson's managing director. "He is street wise."

Much of this nous comes from experience, a matter of knowing the finer details of every deal in the market. Mr Mason expects the same standards from his advisers. When he travels abroad to inspect a building, agents are well advised to memorise the details of every building on the route from the airport to the city.

For his part, Mr Mason credits the group's growth to "good luck" and "location". The advantages of sticking to central, prime locations has been at the heart of the group's philosophy. He is scathing about the foolishness of venturing into areas like the London Docklands. "Every British developer could have done the docklands at any point

# Hammer falls on the last of the old school

Vanessa Houlder on the departure of Sydney Mason after more than four decades at Hammerson

over the past 20 years," he says. Mr Mason claims that it was comparatively simple to build up a property group in a period when properties could be financed without relying on rising rent reviews. "We started in a modest way and grew by internal growth. It was relatively easy."

But Hammerson's evolution was not a passive affair. Much of the skill behind its growth came in piecing

Mr Mason has described his early years in the business as one of "pirates and buccaners". But in the second half of the 1980s, the group was increasingly criticised for being too cautious and failing to exploit rising property values.

When in 1988 Rodamco, a Dutch investment group, made a bid for Hammerson, it said: "During a period of buoyant growth in the UK property sector, Hammerson has lost its way and failed to take full and profitable advantage of an active market."

Rodamco's £1.3bn bid was foiled when Standard Life, the Scottish insurance group, came to Hammerson's rescue. Standard increased its stake in Hammerson from 17.8 per cent to 29 per cent by paying £11 a share for its ordinary shares. Standard's loyalty has so far been poorly rewarded: the ordinary shares yesterday stood at £3.20.

But for all Hammerson's conservatism, the company has not been immune from investment disasters. In October 1991, it had to write off

£90m against a single property in New York. It has recently made a £12.9m provision against land at Mississauga in Canada.

Hammerson's international spread of businesses has also served it badly. It has been exposed to currency fluctuations while the simultaneous decline of most of the world's property markets has meant that it has reaped few benefits from its policy of diversification.

The group's net asset values and earnings per share have also fallen below the level of a decade ago. It is no longer the UK's third largest property company: both British Land and Slough Estates have larger market capitalisations. This week Hammerson announced it was to reduce by more than half its dividend, from 20.5p to 10p.

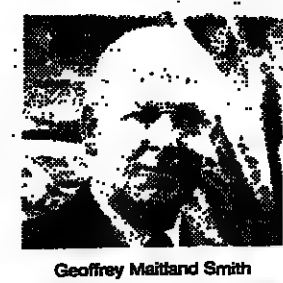
Its gearing of 114 per cent is acknowledged by the company to be too high, although Hammerson plays down its need to raise more cash. "You don't want to reduce your gearing too much at the bottom of the cycle," says Mr Parry.

Nonetheless, nothing can be ruled out until Hammerson's new management has got its feet under the desk. A rights issue may still be on the cards, perhaps to the tune of

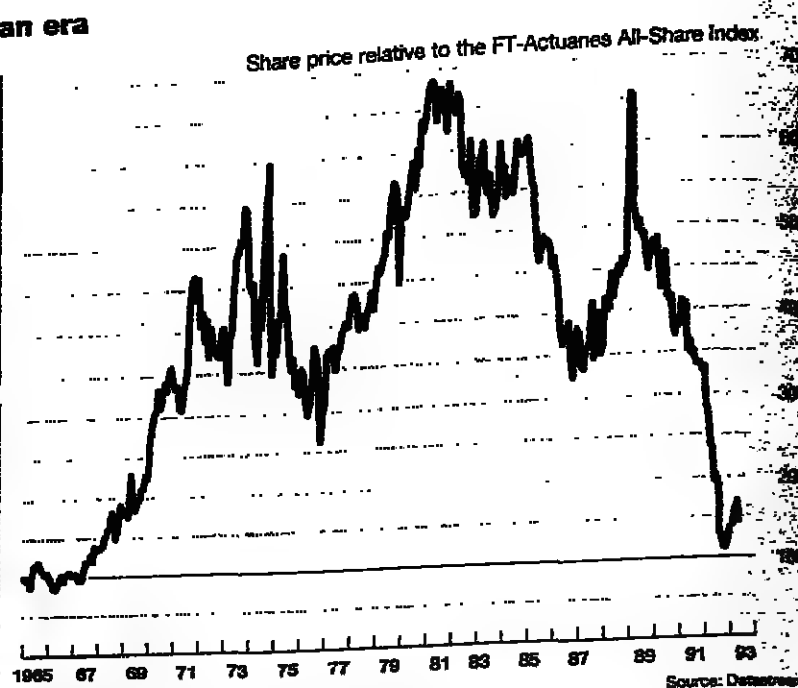
Hammerson: end of an era



Sydney Mason



Geoffrey Maitland Smith



Source: Datastream

£200m. That would stem the need to sell more assets, which does little for the group's cash flow since income from property would broadly equal interest costs. A rights issue would even allow the company to turn from seller to buyer.

The company's new chairman will be Mr Geoffrey Maitland Smith, chairman of Sears. The new chief executive will be Mr Ron Spinney, a former managing director of Greycoat, who will replace Mr Parry, who also retires this summer.

Mr Maitland Smith promises "evolution not revolution". One of the management's first tasks will be

to conduct a review of Hammerson's strategy. This will examine: ● the constraints imposed by Hammerson's policy of owning a relatively small number of big properties around the world;

● the company's management structure and its perceived failure to bring in young talent;

● and the geographical and sectoral balance of its portfolio. For the first time since 1949 when he joined the group, Mr Mason will not be playing a part in the group's strategy. He is clearly disappointed at stepping down at one of the lowest points in the group's fortunes. "After 40 years during which we

have had sustained growth in value, dividends and share prices, to go out at the bottom is sad," he said. Although Mr Mason will maintain a link with the company as life president and a non-executive director, he will no longer exercise any real influence. "I won't be breathing down Ron Spinney's neck," he promises.

He is cautiously optimistic about Hammerson's future, playing tribute to Mr Spinney's background and knowledge. He says "time will tell" what the change of management will do for the company. "I can only hope it will be a highly successful decision," he says.

Touche  
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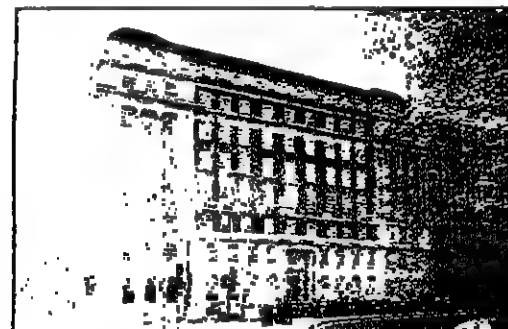
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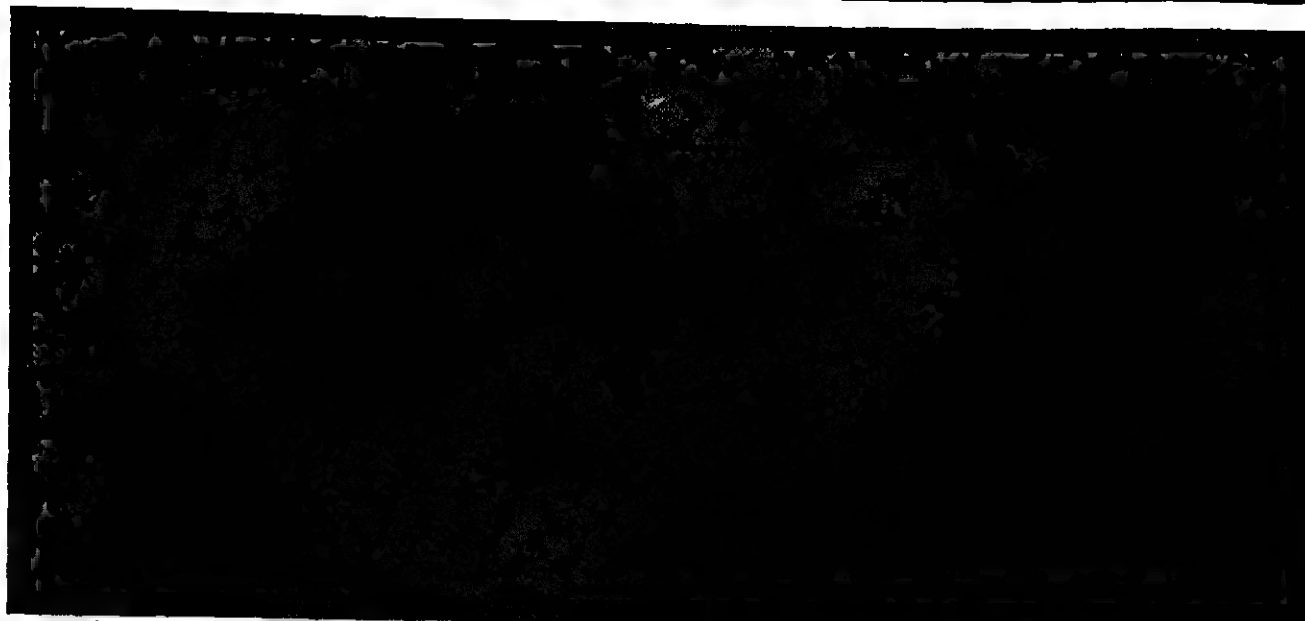
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Elephantine: 'The Daughters of Cecrops Finding the Child Erichthonius', 1617, by Jordaens

## Ample flesh to the fore

Patricia Morison reviews Jacob Jordaens in Antwerp

The subtitle for Jacob Jordaens, at the Royal Museum of Fine Arts in Antwerp, could be "The Triumph of Fat". As Americans put it, I have a problem with Jordaens - which is not to say anything against an engrossing exhibition, the most ample (*le mot juste*) exploration of Jordaens' art for a quarter of a century.

This exhibition marks the 400th year of the birth of Jordaens. Well selected, with paintings which give a full idea of Jordaens' huge output, the show makes a prestigious beginning to Antwerp's year as European Capital of Culture. Jordaens' reputation has had its ups and downs; in the last century he was hailed by Flemish nationalists as through and through a Fleming - earthy, sensual, cheery and scrupulously honest; and at a time when the fractured nature of Belgium grows more evident by the month, it seems fitting that the focus is once again on Jordaens.

Even by 17th-century standards, Jordaens was an extraordinarily fleshy artist which makes it hard for anyone too set on the 20th-century ideal of beauty to appreciate his work. His men and women swell, sag, and ooze from their clothes - when they are wearing any. As he grew older and lost his youthful bounce, figures which had at first boldly filled canvases became smaller but not less, leaving more room for sub-Rubens landscapes or squirming Baroque architecture. A Jordaens nude, highly appreciated in his day, can be a loathsome thing as in the elephantine blonde in 'The Daughters of Cecrops Finding the Child Erichthonius'.

Dogs, cows and horses abound in Jordaens' paintings, and he had a mania for parrots. Rubens generally had the accomplished Frans Snyder to add in the animals, but in Jordaens' equally prolific factory it seems much less clear who did what. Assistants busily recycled figures from the huge stockpile of drawings, plonking them on canvases with fine dis-

regard for relating them either to each other or to the setting.

Quality control lapsed to a degree which had not been true of Rubens' workshop. Whoever wielded the brushes, it is impossible to exonerate the master for sending out paintings as awful as the late 'Mercury and Argus' (private collection), with cows like dollops of melting lard.

While Rubens and Van Dyck were alive, young Jordaens was regarded as third among the history painters in Antwerp. Unlike them, he never went to Italy. After they died, he became number one painter and had some very grand clients - including Charles I of England who ordered but never got a decorative cycle for the Queen's House in Greenwich.

The fascinating thing about this exhibition is the gulf in ability between Jordaens and his great predecessors. A Jordaens portrait can be pretty, as in the half-length 'Portrait of a Young Lady' from Vienna. But he has none of Van Dyck's ability to convey refinement, intellect, nor languid melancholy. Time and again, his bravura painting of heads is let down by clumsy bodies.

Jordaens' Prado self portrait with his wife and child is a lovely exception, but in many groups the figures tend to be huge-mugger. A late portrait from the Hermitage of a man and two women is a collapsing mountain of sates and billowing white bosoms. The gentleman's leg sticks out in the most inelegant manner from under the skirt of a lady whose legs have apparently given way. One of Jordaens' regrettable cupids prods at her melon breast with his arrow. Dignified it is not, yet the artist has created a quite extraordinarily happy portrait.

Animal high spirits demonstrate the best of Jordaens, who has a gift for capturing smiles and laughter. He can make us smile, too. In the 'Allegory of Fruitfulness' from the Bass Museum in Florida, the tiger fleching grapes from a basket almost steals the scene. Subjects like 'As

the Old Sang, So the Young Pipe' (versions from Antwerp, Valenciennes, and a private collection) and 'The King Drinks' (from Brussels), have long been the most popular aspect of Jordaens.

Important and little-known religious paintings confirm the suspicion that dramatic scenes of grief and suffering were not Jordaens' strong point. His penchant for including contemporary peasants in religious scenes conformed to Counter-Reformation piety, but because they are such coarse brutes, the effect is a far cry from Zurbaran. 'The Holy Family with Various Persons and Animals in a Boat' is quite as hilarious as the title suggests. The catalogue (in two volumes and very desirable) disputes the view that Jordaens' conversion to Calvinism had any effect on what he painted, or for whom. He was too much the professional for points of theology to make any odds.

The treat is the last room, a splendid finale. Here is Jordaens the tapestry designer - something which for which he was tremendously in demand. Six Brussels tapestries, 'The Riding School', are almost the complete set from one bought for a Habsburg wedding and still in Vienna. They look almost as good as new, their crimson and green hardly faded. Jordaens produced quite a few horsey tapestries, an illustration for the current fashion for applying astrology to horse-breeding. Like people, horses had star-signs; a Renaissance edition of 'The Raising Times' would have printed a horoscope for horses. These tapestries of Spanish-style dressage are magnificently exuberant and infectious light-hearted. Gods, men and women, horses and peacocks, mingle on the friendliest terms. Here is the best of the world according to Jordaens.

Sponsored by Gemeentekrediet and Sabena. Exhibition continues until June 27, 1993. Closed on Mondays; late opening Wednesdays until 9 pm

### Jazz/Garry Booth

## Bheki Mseleku

Poor Bheki Mseleku - everybody so wants him to be The New Thing in jazz. A co-winner of the Mercury Music Award for album of the year in 1992 with his much acclaimed *Celebration*, the gentle South African pianist and sometime tenor player is the reluctant successor to the Abdullah Ibrahim award for the cape's most exciting musical export.

Ibrahim, aka Dollar Brand, is firmly established as a stimulating soloist and an inspiring leader. But Mseleku, a captivating personality who has his own absorbed sound, seems not yet to have a grip on the wide open spaces of solo performance. He showed he could lead with the *Celebration* team but on Monday's showing, alone in the unforgiving Queen Elizabeth Hall, he offered little musical relief.

The concert began with promise, a burning joss stick set behind the piano (a habit of Ibrahim's) before Mseleku walked on breathing rusty melancholia through the tenor as he did so. After some minor piano chords answered by Mseleku's grainy and nasal utterances were replaced by flurried notes, the tone of the long set was cast, however. Perhaps Mseleku, a gentle soul who dedicates his performances to "all the masters of spiritual enlightenment and the great avatars" and an exile from apartheid, was disturbed by the hideous events unfolding at home on that day, but this

was all too flat, far too long. At other times, and in a group, the ragged technique which draws as much on Ellington as it does on the townships, works up waves of ideas which tumble out poetically. Alone on the South Bank, Mseleku seemed to struggle with initially interesting arpeggio runs which solidified rather than ran together. Four movements of pre-occupied, superlatively soothing improvisation later and Mseleku was still having trouble shaping ideas. Deliciously tender cadenzas sliding off the right hand side of the piano and the player's own quaver-

ing vibrato barely made up for the too naive art which went before. Eventually the addition of Tunde Jegede's horns for the last number added some depth to the delicate impro-

Monday's meanderings may not have been a good advertisement for the new solo album, *Meditations* (Samadhi SA CD 001), and will not prevent Mseleku from drawing eager crowds to his quartet's UK tour, but it does show that these are yet early days for this talented musician.

Bheki Mseleku, Marvin "Smitty" Smith, Michael Boyle and Denny Baptiste UK tour: June 24, Cheltenham; June 25, Glastonbury Festival; June 26 Bradford Festival; June 27 Cambridge; June 28, Warwick University; June 29, Blackheath

### Opera/Richard Fairman

## A Scottish 'Norma' to cherish

One of the enduring memories from my year at opera school is watching Cabaret rehearse Norma, tripping lightly along the coloratura up to top C's and down again. Unfortunately it never sounded as easy as that in the performances. The role seems to invite vocal mishaps, as when a later soprano at Covent Garden opened her mouth to deliver the crowning note of her entrance aria and nothing came out.

What a pleasure it is after so many years of disappointments to come out of a performance in which the soprano had all the notes - the high, the low, the loud, the soft, all there for her to pluck from the air as deftly as a sprig of Norma's holy mistletoe. Jane Eaglen was the singer, to whom Scottish Opera has entrusted its new production of Bellini's opera.

In recent seasons she has done them proud in several other roles and this was her due. There are just a couple of ways in which she falls short of the ideal Bellinian soprano and it is best to get those out of the way at the outset. The voice is not really Italianate at heart, not vibrant with emotion, open, intense; nor does she always drive home a phrase at the point where it counts (although I note that her final solo, "Deh! non voleri vittime", raised the emotional temperature enormously).

In every other respect this was a magnificent display of confident and secure singing. Miss Eaglen is more ambitious vocally now. Her "Timplo" to Adalgisa melted into the softest tone. The cadenza up to a high B in front of Ororoso was a marvel of floated quiet singing from so big a voice. It comes as no surprise to

read in the programme that her future engagements are to be in Vienna, Chicago, Paris etc.

As this opera contains some of the finest of Bellini's music, it would seem to invite the sublime in a production, but all it usually gets is the ridiculous (remember Covent Garden's pack of neanderthal yokels galumphing around the stage?) Judge's production has its share of the



Jane Eaglen: a world-class Norma

risible. The priestesses enter like a chorus-line of *Druidic Tiller-girls*, clad in the latest snazzy bronze body jewellery with multi-coloured fans on their heads, and they wield wicked-looking scythes.

But I must not mock. As productions of Norma go, this one at least has the advantage of an ingenious set, which gives us a real sacred grove, in which the Druids can attend to their rites; and Judge is one of the most able at working with his singers to bring drama, emotion and personality from the music. From Jane Eaglen he drew far more than the usual stock melodramatic poses.

It was unfortunate that the scheduled Pollione was only able to act the role, while another sang from the side of the stage. Katherine Ciesinski sounded somewhat curdled of tone as Adalgisa, but she was brave enough to take the top part in her first duet with Norma, when other singers of the role usually shudder faint-heartedly underneath. Norman Bailey, looking a Merline-like elder with long, white locks, was a suitably grave Ororoso.

John Mauceri conducted, giving us every note of the score as it is printed in most editions, plus the calm ending to the "Guerra" chorus, which Bellini cut from his autograph. The ornamentation, worked out during rehearsals, was among the most stylish of its kind. In fact, all told, this was among Scottish Opera's finest efforts: the company has provided a fine showcase for its world-class Norma.

Production sponsored by the Peter Moores Foundation. Further performances at the Theatre Royal, Glasgow until May 6, then Aberdeen, Edinburgh and Newcastle

### Theatre/Alastair Macaulay

## For Services Rendered

Good chaps - white men - pick of the British nation. That horrible war! Terribly fond of you, old thing. When you think of what the War did to him, I'm only too happy to sacrifice myself for him. I may only be a farmer now, but I've been an officer and a gentleman. I don't suppose he drinks any more than anyone else of his class. Are you awfully in love with me? Awfully.

And so on. In his 1932 play *For Services Rendered*, Somerset Maugham catches all the argot and snobberies of the midwar English upper middle class, and shows them up as a *lapide*. Frustrations and disillusion are ready to burst forth. And they do. Mrs Ardsley (Sylvia Syms) is terminally ill, her son (Tim Sabel) is an invalid blinded in the Great War, her daughter Ethel (Harriet Bagnall) has unimpaired married a mere common farmer (Colin Hanks), another daughter (Moir Leslie) is being driven bonkers by a life of spinsterly self-sacrifice, and a third daughter (Sarah Burghard) is tempted to elope with a married man just to win some

independence.

Maugham shows how the war spoils everybody's world. Even Mrs Ardsley, preparing for death, admits to her son that she is out of place in the modern world: "I'm pre-war". All this has a certain sociological interest today. The designer, Kit Surrey, sets the Ardsleys' drawing-room pointedly between a backdrop of English landscape and a foreground of burial crosses and Remembrance poppies.

Yet half the war stuff seems rather laboriously tacked on. The play is really just a diagram of the minor provincial gentry's pathetic decline. Every character is plainly a type. When blind, hard-headed Sydney says, "There are families all over England just like us," he is only too right. If a play is to live, we need to believe in the particulars that make its characters like nobody else but themselves; but not so here.

The first quality that a play like this needs in performance today is sheer tact. We have to buy all its old-school understatement and circuitous snobberies without sniggering at them. In this respect,

Deborah Paige's staging is excellent, its period sense flawless. Sarah Burghard is not luminous enough to persuade us that married men would really fall for her, but she shows Lois's dilemma with perfect clarity. As her crazed sister Evie, Moir Leslie does a very good job, bringing off a fit of violent hysterics and a mad scene. Ann Penfold, Terry Taplin, Jeffrey Segal, Harriet Bagnall, Colin Hanks, and Peter Halliday all contribute fine pieces of period character acting.

But it takes another order of performance, conjuring eloquence from every detail, to make such a play gripping. For this, see the beautifully understated playing of Sylvia Syms and Tim Sabel as dying mother and blind son. Every feature of body language makes its point, every phrase makes its impact. With these two this play spirals us back through the decades as if 1932 were alive today. Elsewhere it is just a creaky, "interesting", bitter little piece of period sociology.

At the Old Vic; limited season

## Schiller's 'The Robbers'

It amazes me, again and again, that you can so often find rare-

ly-performed cornerstones of world theatre in London's pub theatres. Right now, in the Grace Theatre, up above The Latchmere in Battersea, you can see Friedrich Schiller's first play, *The Robbers* (*Die Räuber*, 1780). Liberty! Equality! You are buried headlong into a world far from Battersea, far from 1993 - and yet you know, as you watch, that plays like this, written in a blast of proto-Romanticism before the French Revolution, helped to create the world we know today.

It is a double amazement to find such a play in these circumstances, because Schiller is a mighty hard playwright to bring off in performance today. His brow is heavy, his tone earnest, and, in *The Robbers*, he is quicker to plunge us into a climate of Sturm und Drang and moral/philosophical dilemmas

than he is to create a living, detailed, stage world. Schiller knew his Shakespeare - as F.J. Lampert's Penguin translation (used here), underlines. The plot opposes two brothers, very much like Edgar and Edmund in *Lear*. The younger, Franz, plots against both his brother, Karl, and their father - wanting not only power but also Karl's beloved Amalia. Karl, banished, takes to brigandage, using violent methods to destroy the corrupt rich; and, ironically, he becomes more criminal and sinful in practice than his wicked brother.

Both become prey to conscience. Near the play's dénouement, they alternate in

soliloquies, like Shakespeare Richard III and Richmond; but their concerns are right, wrong, justice after death and the soul's immortality. As Schiller turns either brother's position into anguished metaphysical speculation, he comes close to such playwrights as Tirso de Molina or (his near-contemporary and friend-to-be) Goethe. And *The Robbers*, which has often seemed an over-loyal play, as it climbs into yet loftier regions, surprisingly transcends itself, and becomes, in the last resort, wholly absorbing.

It would take a remarkably sophisticated team of actors to manage the melodramatic heroism in which Schiller steeped

this drama. Paul Miller's cast consists chiefly of young, good-looking actors. Several of them attend too much to surface details - brightly intense facial expressions and stiffly dignified gestures - and too little to the fontaining Romantic energies beneath.

But, as Karl, Dominic Taylor delivers a superb performance. He is marvellously economical and controlled, absolutely in control of every climax, thrilling in outcry, movingly sincere in quiet reflection. There are areas of Romantic despair and tragic distraction that he does not yet fill out, but he shows you the grand shape of this dark hero's mind with power, virility, stillness, and even wit. And as the play proceeds, it sweeps everyone else up to his level.

At the Grace Theatre, SW11, until May 1

## INTERNATIONAL ARTS GUIDE

This year's Prague Spring Festival (May 12-June 1) will be the first time in the festival's history that a non-Czech orchestra has given the opening concert. Although a Czech conductor, Libor Pesek, will be in charge, the musicians on the platform will be British - the Royal Liverpool Philharmonic Orchestra, of which Pesek is music director. Ever since the first festival in 1946, the opening concert has been a national ritual, taking place on the anniversary of Smetana's death, and devoted to his music. The Czech homeland, like the Czech ensembles were always welcome if their fees weren't too high - but Czech musicians had a monopoly on the opening event. This was broken towards the end of the Communist era, when one or two distinguished foreign conductors who were closely associated with Czech music were invited to direct the concert. The choice of a foreign orchestra

this year is a further break with tradition, signifying the country's greater openness to the outside world since the 1989 Velvet Revolution. But it is also a measure of the RLPO's reputation in Prague: its recording of *Ma Vlast* with Pesek has won respect, and together they have visited Prague on previous tours. Since the downfall of Communism, the festival has turned its back on Russian artists (apart from Lazar Berman, who gives a piano recital on May 17). Lack of funds has also dictated a reduction in the number of western artists. That leaves plenty of room for native Czech talent, which was always the main attraction for foreign visitors. If not for the home audience. Emigre musicians welcomed back this year include Martin Turnovsky and Jiri Kout, who conducts Mahler's Eighth Symphony on May 21 and the traditional closing performance of Beethoven's Ninth. Booking from Prague Spring Festival, Heličkova 18, 11600 Prague 1 (fax 536040).

### EXHIBITIONS GUIDE

ARLES Espace Van Gogh Alexei Jawlensky (1864-1941): 70 paintings, including little-known works from American collections, covering the career of the Russian artist who settled in Germany and became part of the Expressionist movement. Ends June 30 BASLE Kunstmuseum Hermitas in art from

15th to 20th century: a study of the way European painters used the theme of isolation to enrich the art of landscape painting. Ends May 23. Daily

BERLIN Altes Museum The Etruscans and Europe. Ends May 31. Closed Mon. Martin-Gropius-Bau Aldo Rossi: 40 models and 300 drawings by the 61-year-old Italian architect. Ends May 2. Closed Mon

CALAIS Musée des Beaux-Arts Les Salons retrouvés: an exhibition offering insight into the sudden burgeoning of artistic life in northern France between 1815 and 1848. Ends June 14.

COLOGNE Museum Ludwig Picasso: 180 works from the Ludwig Collection. Ends May 16. Closed Mon

DRESDEN Albertinum Giorgio Morandi (1890-1964): retrospective of the Italian still-life painter, whose meditative spirit has something akin to Cézanne and Chardin. Ends June 6. Also Gotthardt Kuehl (1850-1915): 75 paintings and 41 drawings by the German Impressionist. Ends June 9. Closed Thurs

THE HAGUE Mauritshuis Cornelius Troost and

the Theatre: an exhibition tracing the 18th century Dutch painter's close ties to the theatrical world. Ends May 27. Closed Mon

### LAUSANNE

Musée d'Art Contemporain Discovering the Collections of French-speaking Switzerland: after two years of exhibiting art imported from all over the world, the museum now turns to the rich private collections on its doorstep, focusing on important works of the past 30 years - many of which have never been seen in public before. Among the movements represented are Art Povera, contemporary Russian art rarely seen in the West, Pop art, Transavanguardia and Minimalism. There are examples of work by Georg Baselitz, Anselm Kiefer, Ed Paschke, Cy Twombly and many others. Ends June 27. Daily Fondation de l'Hermitage Daginev and the Ballets Russes: 60 drawings by Michel Larionov and Nathalie Goncharova evoking the legendary troupe which was based in Lausanne in 1915. Ends May 23. Closed Mon

### LEIPZIG

Museum der bildenden Künste Aspects of Modernism in Europe after 1945: 140 works from worldwide collections, with Beuys, Trockel, Tapies, Dubuffet and other prominent artists of the late 19th century. Ends May 14. Closed Sat and Sun

MUNICH Kunsthalle der Hypo-Kulturstiftung Picasso: After Guernica. Ends June 6. Daily Neue Pinakothek Victorian Painting

on loan from British collections. May 2. Closed Mon Staatliche Antikensammlung Joseph Beuys and Antiquity. Ends May 18. Closed Tues Staatliches Museum Goldsmiths. Ends May 23. Closed Mon

### NANCY

Musée des Beaux-Arts The Return of Grandville: more than 100 works by the early 19th century Nancy-born artist J.J. Grandville, whose drawings provide an elegant and detailed portrait of nature and social inequality. Ends July. Closed Tues

### NEW YORK

Brooklyn Museum Manet to Picasso: 35 rarely seen works on paper, created between 1870 and 1940. Ends May 23. Closed Mon and Tues Guggenheim Museum Picasso and the Age of Iron. Ends May 16. The main museum is closed on Tues. Museum of Modern Art John Heartfield, inventor of photomontage. Ends July 6. Also Max Ernst: Dada and early Surrealism 1912-27. Ends May 2. Drawings of Joseph Beuys. Ends May 4. Closed Wed Metropolitan Museum of Art The Greek Miracle: classical sculpture from 5th century BC. Ends May 23. Also The Haverhey Collection: 450 works ranging from French Impressionists and old masters to Asian art and Islamic pottery. Ends June 20. Closed Mon Whitney Museum of American Art 1993 Biennial. Ends June 13. Closed Mon

### PARIS

Centre Georges Pompidou

Matisse 1904-17. Ends June 21. Closed Tues Grand Palais The Century of Titian. Ends June 14. Also Amenophis III. Ends May 31. Closed Tues, late opening Wed (ave du Général Eisenhower)

### MUSÉE D'ORSAY 1893: The Europe of Painters.

Ends May 23. Closed Mon, late opening Thurs (quai Anatole France) Musée Picasso Picasso and the bulls: paintings, drawings, sculptures and ceramics on the theme of bull-fighting, showing its life-long importance in Picasso's imagination and inspiration. Ends June 28. Closed Tues Petit Palais The Splendour of Russia: a thousand years of goldsmiths' work. Ends July 18. Closed Mon Galerie Gerald Piltzer Chagall: 40 works. Ends May 8. Closed Sun (78 ave des Champs-Élysées) STUTTGART Galerie der Stadt Munch und his Models: 100 works illustrating how the Norwegian Expressionist penetrated the inner psychology of his subjects. Ends Aug 1. Closed Mon

### TUBINGEN

Kunsthalle Cézanne: 100 paintings from worldwide collections. Ends May 2. Closed Mon Stadtmuseum Kornhaus The Art of Arctic Hunters: little-known Siberian art from ancient times. Ends May 23. Closed Mon

### VIENNA

Kunsthistorisches Museum From Bruegel to Rubens, the golden century of Flemish painting: 150 paintings and 200 drawings and graphics from the period 1550-1660. Ends June 20.

Kunsthof Vienna Biedermeier. Ends June 27. Daily Historisches Museum Ferdinand Georg Waldmüller: 40 oil paintings by last exponent of early 19th century Vienna Biedermeier. Ends May 30. Closed Mon

### WASHINGTON

National Portrait Gallery American Art at the 1893 World Fair: 100 paintings and sculptures displayed at the Chicago exhibition 100 years ago which helped redefine American attitudes towards the arts. Ends Aug 14. Daily National Museum of American Art Masterworks from American Art Forum Collections 1875-1935: 64 works by Albert Bierstadt, Childs Hassam, John Singer Sargent, Edward Hopper and others. Ends July 5. Daily National Gallery of Art Helen Frankenthaler (b1928): more than 75 prints and related drawings by the American artist who is credited with playing a pivotal role in the transition from abstract expressionism to colour field painting. Ends Sep 6. Also William Harnett, 19th century American still-life painter. Ends June 13. Old master and modern drawings from 16th to 20th centuries. Ends Aug 15. Daily

Textile Museum Faith Ringgold: 17 works by the Harlem-born artist, showing the influence of traditional African and Asian textiles in her politically-charged story quilts, soft sculpture and painted cloth hangings. Ends Sep 19. Also Sallia Sarapes: 42 woven wearing blankets from north Mexico dating from the 18th and 19th centuries. Ends Aug 8. Daily



East Berlin is struggling to rebuild itself. Disputes over property rights, bureaucracy and complex planning regulations are presenting developers with a frustrating obstacle course. Their difficulties threaten to prolong the division between the two halves of the country's new capital and demonstrate the problems of urban renewal facing eastern Germany.

In parts of the Mitte - the traditional city centre - there are pockets of activity. Contractors are tearing up the streets, and water systems, and housing stock. Some international property developers, such as Tischmann Spier of the US, are building new office and shopping complexes.

But for most areas the building boom expected by contractors after the collapse of the Berlin wall in November 1989 has been slow to spark. A sense of dereliction hangs over much of the former Prussian capital.

Mr Mark Palmer, a former US ambassador to Hungary and now a property developer, says he had little idea about the problems he would face when he arrived in the city after the wall came down.

Mr Palmer, backed by Ronald Lauder, the cosmetics magnate, plans to develop a 20,000 square-metre American Business Centre alongside Checkpoint Charlie. In 1990, he started to buy 48 plots of land, some from the city council, others from the Treuhänder, the agency responsible for privatising eastern German industry, and the rest from private owners.

"We soon discovered that many people were claiming rights over the property," said Mr Palmer. His staff spent hours in the Berlin land registry tracing the original owners of the land. In one case, 314 heirs were claiming a 600 square-metre plot of land. Mr Palmer said he paid former property owners the market value, which between 1990 and 1993 rose as high as DM30,000 (£3,130) a square metre - the highest in Germany.

In another case, finally resolved earlier this month, Mrs Hilde Frank, an elderly Jewish lady living in New York, wanted to reclaim her small plot of land, rather than seek compensation from Mr Palmer. Under the terms of 1991 legislation on compensation and restitution, investors in eastern Germany have priority over restitution from former property owners if they

## Quiet on the eastern front

Obstacles facing developers could keep Berlin a divided city, says Judy Dempsey



The Berlin wall has crumbled but there are few new structures

can prove they are providing jobs and housing.

But that law was amended in 1992, enabling former Jewish owners the right to restitution. Mr Palmer had bought the disputed plot from the city council, before the law was changed. Mrs Frank wanted the 1993 version of the law applied so that she could get her property back. Both sides eventually settled out of court. It has taken Mr Palmer almost three years to resolve all the outstanding property claims. He hopes to start building the DM1bn office complex in September.

"There's one thing we learned about doing business here. You cannot go in blind. You must be prepared to deal with property rights. It takes time. But it can be done," said Mr Palmer. There are already over 119,000 pending property claims in east Berlin.

It is not only the question of property rights which has delayed the development of east Berlin. Mr Rainer Wagner, the manager of Sony, the Japanese electronics company, says the bureaucracy of planning can be "a nightmare".

In 1991, Sony bought 31,000 square-metres of land in Potsdamer Platz for DM101m, intending to use the site for its new European headquarters.

"When we bought the land, we didn't know that the city of

Berlin was going to develop around our site. This involves building a street tunnel on the western side, and a huge underground railway station on the eastern side of Potsdamer Platz. We had to revise our plans several times so that they fitted into these changes," says Mr Wagner.

Other property developers say Berlin's divided coalition government presents particular difficulties. "The Christian Democrats and Socialists can't make up their minds if they will allow high rise buildings. They keep changing their minds about what buildings should be torn down in eastern Berlin. Sometimes I feel they are overwhelmed by the task of uniting the city," says one French planner.

Some politicians have tried to make it easier for developers. "Mr Wolfgang Nagel, head of the planning department, is committed to making Berlin open for investors and developers. But really, very little can be done in this city without connections, money, and a big name," said Mr Wagner. "You also have to remember that many of the planning experts in the government moved to the private sector after 1989, so you are dealing with inexperienced officials."

The problems of settling property rights' claims and obtaining planning permission

means that developers must take a long-term view. "You don't come to Berlin and develop with the fast buck in mind. This is a long haul. The Japanese are here because they believe that Berlin, in the future, will be a very important city in the heart of Europe. There's going to be a need for high-quality office space," explained Mr Wagner. Berlin has only 3 square-metres of office space per capita, compared with Frankfurt's 12, and Düsseldorf's six.

"Berlin is underdeveloped. There was no need to think about an office infrastructure before 1989," said Mr Palmer. The need for office space is likely to increase, following the decision by the federal government to move Germany's ministries from Bonn to Berlin.

No date has been set for the move, which is expected to take several years, but President Richard von Weizsäcker has said he will move his official residence permanently to the new German capital by the end of 1993.

Property developers, however, do not believe the move by the government will push prices much higher than their present levels. "The euphoria of late 1989 has gone; the rush to buy property at any price has subsided," said Mr Julian Rudd-Jones, a planner for Stanhope, the British developer. "The price of land has stabilised," he said.

But the price has stabilised at a very high level - between DM10,000 and DM15,000 a square-metre - and construction costs can be prohibitive. East German labourers demand the same wages as their western counterparts and there is a shortage of skilled workers. "This is an expensive city. Construction costs are 40 per cent higher than Hamburg. Hamburg used to be the highest in Germany," said Mr Palmer.

Financial pressures have combined with the problems of planning and regulation to create a mood of anxiety among developers. They are urging the Bundesbank to cut interest rates further to ease some of the pressure while they try to complete their projects.

"To tell you the truth, our money is not working for us. The banks might get nervous if we don't start building soon and fill these empty spaces with tenants. That's why the Sony and Palmer projects are so important. They will send a signal to other developers that Berlin is finally on the move," says one developer.

## Clinton calls the shots



President Bill Clinton is ducking and weaving, but today or tomorrow or early next week he should make a decision on Bosnia. By Monday the Russian referendum will be out of the way. The west can then stop holding its breath and walking on tiptoe. Next Friday will be Mr Clinton's 100th day in office. The anticipation in London is that the president will have declared himself by then.

That is the timetable to which the foreign secretary, Mr Douglas Hurd, is working. I gather from Washington that, yes, there is a discernible sense of urgency over there, but it is partly TV-driven. A few more days of relative calm in Srebrenica may lead some in the US administration to believe that they can postpone the dreadful day on which the president must make a choice. Let us wait, they may say, to see the full effect of the strengthened UN sanctions, which start on Monday. Further horror pictures on prime time news would speed the decision-making process.

Either way, Mr Clinton must eventually point the way. When he does politicians on this side of the water may squeak and squeal and shake their heads, but they will go along with what he proposes. If you listened carefully this week you could hear the British government preparing itself for an accommodation with the White House, even if, as it expects and fears, Mr Clinton proposes a high-risk strategy to contain the Serbs. The evidence was there in the foreign secretary's words in the House of Commons on Monday. What he seemed to be saying was that the government was against bombing Ser-

bian supply lines and opposed to arming the Bosnian Muslims. What he was actually telling us was that if the Americans insisted on arming or bombing, or both, Britain would acquiesce.

Look at the small print. "We cannot rule out anything as the situation develops," said Mr Hurd, referring to "other options" in his remarks. Reminded by Mr Jim Marshall, the Labour member for Leicester South, that the arms embargo plays into the hands of the Serbs, the foreign secretary replied: "The logic of what the honourable gentleman says obviously has a very wide appeal, particularly in the US. We may have to consider this, but I am not ruling it out in certain forms."

It so happens that the British secretary for defence, Mr Malcolm Rifkind, has been in Washington this week, partly to attend the ceremonial opening of the Holocaust memorial museum, and partly to lobby the US defence secretary, Mr Les Aspin. The coincidence of the two purposes of his visit is, in present circumstances, thought-provoking. Mr Rifkind has doubtless been rehearsing Mr Hurd's arguments against any military escalation of the conflict. He will have had a sympathetic audience from Mr Aspin, who is of the generation that was permanently scarred by the Vietnam war. All the accounts reaching London suggest that the Pentagon is deeply reluctant to support any course, even high-tech bombing, that might lead to an increasing involvement of American forces in the unpromising terrain of Bosnia.

**Clinton must point the way. When he does politicians on this side of the water will go along with what he proposes**

Against that Mr Aspin served 11 consecutive terms in the House of Representatives, becoming chairman of the armed services committee in 1986. He is credited with the most sensitive political antennae of all the administration's officials concerned with defence and foreign policy. If, therefore, Mr Clinton, the untidy young ex-governor of Arkansas, finds it difficult to persuade his generals of the logic of air strikes, then he will be advised by Mr Aspin as to how to handle Congress.

As the British government sees it, that points one way: to the removal of the arms embargo. You will realise how the foreign office arrives at this view if you cross off the remaining possibilities. The first, sticking resolutely to humanitarian aid while tightening sanctions against Serbia, is the preferred choice in London. But it is thought here that this will be insufficient to deflect congressional and media pressure to "do something". This is understandable. Contrary to popular mythology, sanctions can work, as they did, along with other forces, against apartheid. The process is, however, extremely slow.

Well then, say some, send Nato troops to keep the peace in the hills. Mr Paddy Ashdown, the leader of Britain's Liberal Democrats, substitutes "UN" for "Nato", but the strategy is the same. It is a perfectly logical response to Serbian expansionism. It has one overriding flaw. It appears to have been ruled out by the British, French and US governments. It is therefore not an immediate proposition. We are ineluctably back to

lifting the embargo. The way British ministers see it, this would be the worst choice of all, more damaging than selective air strikes. But are the two proposals mutually exclusive? The diplomatic professionals believe that a proposal to sell arms to the Bosnian Muslims alone would be vetoed by Russia, even after a Yeltsin victory. The entire embargo would have to go.

The consequences would be dramatic. The remnants of the Vance-Owen peace plan would be swept away. The UN humanitarian forces would have to be withdrawn. An arms bazaar would open up in the Balkans. At the same time, it is being argued in the US, the Serbs would wish to launch an all-out assault on Muslim towns during the interval between the proposal of an embargo-lifting resolution in the Security Council and the actual arrival of weaponry in Bosnia. The only way to stop them from doing that would be to accompany the arms sales resolution with a threat of air strikes against any Serbian forces that moved.

It is hardly surprising that the conventional wisdom in Washington is that there are "no good options". That is a given. It is, however, the task of our political leaders to base their decisions upon some foundation of principle. Let us take the easiest one to sell: self-interest. It is surely in the self-interest of both Europe and the US that the Serbs be prevented from establishing a precedent. If they can redraw boundaries and remove whole peoples, why should the Hungarians not pursue Hungary? Why should Russia accept the rule of ethnic Russians by the non-Russians who govern its many neighbouring states? Letting the Serbs rampage over Bosnia is the least good of all the options.

## LETTERS TO THE EDITOR

Number One Southwark Bridge, London SE1 9HL

Fax 071 873 5938. Letters transmitted should be clearly typed and not hand written. Please set fax for finest resolution

### Group 4 confident of courts service

From Mr M J Hirst.

Sir, I read with interest your leader "Prison Leaks" (April 21) which clearly outlines the complexities of the contract awarded to Group 4 to pioneer the first private court services operation of its kind in the world.

I would like to clarify, however, the escapes to which you refer in the first paragraph. Over the 16 court sitting days that Group 4 has been providing the service there have been four court room escapes directly attributable to it, including one during which a custody officer was assaulted and the clerk of the court later commented: "The Group 4 officers acted in a proper manner and could not be faulted for the defendant escaping."

The vehicles from which there were two escapes have been officially acknowledged as being of faulty Home Office design brief and specification. Modifications have been made. In addition, a prisoner was released from Mansfield Magistrates Court as it was not made

known at the time that he was required to appear in another court there to answer a different charge. The clerk to the court has written to Group 4 clarifying the procedural error and clearing the company of any blame.

A further incident was reported on April 10 regarding our staff's releasing a prisoner on theft charges. He was correctly released as he was bailed subject to regular appearances at the police station.

I am confident, however, that our systems and procedures, which are all agreed and monitored by the Home Office, are fundamentally sound and our staff are properly trained to do the job. If all agencies (police, courts and prison service) within the contract meet their requirements, we can continue to improve the service that we are providing. M J Hirst, director of Group 4 Court Services, Portcrombie House, Broadway, Worcs WR12 7LJ

### A measure to undermine Acas

From Mr John Sheldon.

Sir, Anatole France, the French writer, observed that: "The law in its majestic equality, forbids the rich, as well as the poor, to sleep under bridges, to beg in the streets and to steal bread." Apparently, the present government believes this to be a sound principle and wishes to extend it.

Having already begun the process of denying people access to the courts by the curtailment of availability of legal aid, it seems "Acas angry over plan to make users pay for services", April 21) that ministers

now wish to restrict access to the services provided to workers by Acas, the arbitration and conciliation service, in the industrial area as well.

Not content with abolishing Acas's statutory duty to promote collective bargaining, this spiteful, penny-pinching measure will serve only to undermine the very existence of Acas - or is that what the government wants? John Sheldon, general secretary, National Union of Civil and Public Servants, 224-130 Southwark Street, London SE1 0TU

### Rail needs subsidy to compete

From Prof Ronald Dore.

Sir, Perhaps Mr Gill (Letters, April 20) does not leave his ivory car very often to travel by rail. Surely he knows that no railway can compete with road without subsidy from taxpayers - not even in Japan with its amazing population densities. The amount of subsidy/debt depends in part on political judgment of the externalities, of the social benefits a

decent rail service provides, and not just on efficiency. If you want measures of the latter, how do British Rail and German Rail stack up on, say, passenger miles per worker hour, investment as a proportion of turnover, average vintage of rolling stock, proportion of trains on time? Ronald Dore, Imperial Hotel, Tokyo

### City's latest tourist attraction

From D K Patel.

Sir, There are hardly any modern attractions for tourists in the City of London, so the new Attali Tower should be welcomed as such. With an

entrance fee of £5, it could recover a bit of its cost. D K Patel, 121F Borrett Mansion, 8A Bowen Road, Hong Kong

### Top pay awards reflect a system in need of change - and a rising workload

From Mr Donald B Butcher.

Sir, Your leader, "Over-the-top pay" (April 20) is right to pin most of the blame on non-executive directors for over-the-top pay awards to directors. Despite many of your own leaders on the same theme over the past few years, criticisms from the prime minister, the Archbishop of Canterbury, governor of the Bank of England, director-general of the Institute of Directors, the Cadbury Report and now the Institute of Management, the gravity train continues.

Unfortunately, Lucy Kellaway ("Facts show fat cats are fatter", April 20) perpetuates the myth that questions from shareholders will cause "embarrassment" to such as the directors of Premier Consolidated Oilfields who have just managed a 50 per cent hike. It won't. If the recipients of the questions were thin-skinned enough to suffer embarrassment, they shouldn't be doing the jobs in any case.

You suggest the Cadbury Committee was right in arguing that the chief discipline must be openness. That is not working now and is unlikely to work in the foreseeable future.

Answers at AGMs by the chairman of remuneration committees will not change things either. Shareholders receive one standard answer to their questions - "We have to pay the interventional market price for our directors". Which is mostly nonsense because most of them have worked for their companies for years and just do not have a meaningful international market price.

Change could come when, and only when, directors' remuneration is made subject to resolutions at AGMs. If shareholders then vote for the pay award, everyone can stop complaining. It is even possible that responsible directors might actually welcome a change which would add legitimacy to their pay awards via explicit shareholder approval. Cadbury considered this but turned it down because his committee couldn't work out what would happen if shareholders were so bold as to vote down such a resolution! Donald B Butcher, United Kingdom Shareholders' Association, 12 Burch Heath Road, Epsom, Surrey KT17 4LJ

From Mr J R Anderson.

Sir, Your suggestion that the institutions should take a more active role in questioning the increases in directors' salaries is praiseworthy but unlikely to be fruitful. The essential prob-

lem is the incestuous nature of the system. A sits on B's remuneration committee, B sits on C's, and C sits on A's is a simplified, but reasonably accurate, description of the way in which it works. And, of course, the boards of the institutions are themselves part of this game of "pass the parcel".

The rules of the club are well understood:

- All downwaves are the fault of government's mismanagement of the economy.
- Upwaves are, by contrast, solely attributable to the acumen of the directors.
- Any director who, by his incompetence, reduces a company to its knees is entitled to walk away from the disaster carrying a large bag of gold.
- Any shareholder querying the amount of an increase in remuneration must be told that it is essential if the director is not to take his talents overseas.
- The fact that during the long years of punitive taxation there was not the slightest evidence that overseas companies had any interest in securing the services of UK executives is to be dismissed as irrelevant.

J R Anderson, 4 Vardon Drive, Wiltshire, Cheshire SK9 2AQ

From Mr Colin Coulson-Thomas.

Sir, Your editorial (April 20) suggests that directors' pay is "over the top", while Lucy Kellaway refers to "allegations of directors' greed". The evidence cited is a survey finding that directors' remuneration has increased during a period of recession.

As well as causing a widespread fall in profitability, the economic recession has subjected many directors and boards to considerable pressures. Directors have onerous duties and responsibilities, and when corporate survival is at stake these come to the fore. I know many directors who have faced greater challenges over the past three years than at any time in their directorial careers.

The tough choices that result from a difficult trading environment invariably end up in the boardroom. I would expect the demands upon directors, and their workloads, to increase at a time of economic adversity, and I suspect the remuneration of many directors reflects this. Colin Coulson-Thomas, Rathgar House, 337 Baring Road, Grove Park, London SE12 0BE

## FT EXPORTER



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# FINANCIAL TIMES

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Friday April 23 1993

## Into Europe, backwards

MR JOHN MAJOR sounded more positive about Britain's role in Europe last night than he has at any time since he became prime minister. If memory serves, his speech to the Conservative Group for Europe had a more "European" tone to it than any address by a Conservative party leader since Mr Ted Heath left office in February 1974. It was better written than his previous speeches and peppered with ringing phrases and potential soundbites, such as "outside Europe Britain can survive; inside we will thrive", and "the nations must be free standing - a colossus, not a set of bars".

Mr Major's immediate purpose is to regain authority over his party, while acknowledging that some of the anti-Maastricht rebels within it are irreconcilable. The speech marks the end of the committee stage of the bill to ratify the Maastricht treaty: there may be further parliamentary rough-and-tumble, but the back of the rebellion has been broken. Thus fortified, the prime minister spoke out against Europhobia more forcefully, and more effectively, than he has yet dared to do. Opponents of Britain's full participation in the EC, he said, are moved by "frustration that we are no longer a world power." Pointedly he added: "We cannot afford to subject ourselves to the despotism of nostalgia."

Optimists will read this as a serious attempt to lead opinion within the country. The speech is not proof against close analysis, but then few such orations are. Its

most useful purpose could be to set the beginnings of a new mood in which the everlasting domestic debate on European policy may be conducted. To that end, it may be read as a promising first step, following a long and bruising inter-necine struggle within the Tory party.

The test will come in the follow-up. Mr Major made no attempt to explain the British strategy for the kind of Europe he seeks to establish. It may have "12, soon 16 and eventually 20-plus" members, but if there is to be no reformed central machinery, how are these many nations to act in unison, particularly in the "many areas where the Community countries do need to work together"? Again, the prime minister made no mention of the exchange rate mechanism, let alone monetary union.

The latter omission is practical politics. The Conservatives could not endure a bid to rejoin the ERM before the next election, let alone a protracted debate on the merits of a single currency. A British government that aims to set the agenda for the 1996 intergovernmental conference on the further development of the European Union cannot, however, ignore such issues. They will be raised by France and Germany as soon as the Danes are home from their referendum. Mr Major has done well to announce that "Little England steps out", but he needs more than a good speechwriter if he is to convince Britain's partners that it is not marching backwards.

## Half a trade deal

THE PARTIAL agreement between the US and the European Community in their trade dispute over public procurement brings several benefits. It opens up important areas of public procurement; it limits the threatened US sanctions; it shows that business can be done with the Clinton administration; and it helps reopen the way for the Uruguay Round of multilateral trade negotiations. Nevertheless, it is far too early for euphoria. Further trouble is inevitable.

The deal has a number of attractive features. The EC has agreed to waive the discriminatory aspects of its new public procurement rules in the market for heavy electrical equipment, worth some \$1bn a year; the US has agreed to remove restrictions on purchases by federal electrical utilities; the administration will seek withdrawal of "Buy America" legislation from the governors of all 50 states; both sides have agreed to remove restrictions on bidding for supply of goods and services to central governments and they have also agreed to undertake a joint study of trade barriers in public procurement.

More important, there is an agreement, at least beginning to look as though the Clinton administration would prefer nothing at all to anything short of unconditional EC surrender. Sir Leon Brittan, whose principal goal remains completion of the Uruguay Round, is entitled to feel relieved. A process has been started that might lead to this long-desired outcome.

Yet all is not sweetness. The EC has stated, for example, that telecommunications is too important not to be dealt with multilaterally. Mr Mickey Kantor, the US trade representative, feels obliged to impose sanctions in response. Provided they prove token, they should be ignored. Should they be substantial, however, counter-retaliation would be probable, perhaps desirable.

While the US is attacking Sir Leon's front, France is to his rear. In yesterday's discussions between Mr Edward Sciarra and the German chancellor, Mr Helmut Kohl, the French prime minister made this clear, stressing how vital it was for Germany to appreciate the importance, for France, of the Gatt in general and agriculture in particular.

Given these pressures, Sir Leon - like Mr Kantor - may have to prove he is no push-over. If this is not to happen over telecommunications, it must at least occur where the EC has a strong case. One reason for tough action would be to show EC member states "at he will defend what they perceive as their vital interests. Another would be to show the US that the EC is not a goose for the gander. The great threat to the multilateral trading system is the US attempt to micro-manage every market bilaterally. If the Clinton administration proceeds ever further down this path, someone will have to demonstrate the dangers of retaliation. Given the realities of power, that someone will have to be the EC.

## Funny business

POLITICIANS do not normally shy away from trumpeting apparent good news in the monthly economic statistics. This makes it surprising that Britain's Conservative government is reticent about celebrating two consecutive monthly falls in recorded unemployment. Their hesitancy is probably wise, given the misreading of the economic runes that the Treasury has demonstrated over the past two years. But there is also more to the unemployment figures, and the Department of Employment's caution, than meets the eye.

The government does not need to rely on the unemployment figures to make its case that recovery has begun. This year's pick-up in consumer demand and confidence has now fed through to output, with manufacturing production up 1.2 per cent in February over the previous month.

It is also not surprising that business is more optimistic. Exit from the European exchange rate mechanism has delivered an injection of lower interest rates to Britain's ailing economy. Sadly, the Bundesbank's continued slow monetary easing looks likely to deny continental Europe a similar remedy for many months yet.

It would be a mistake to be too excited about the 51,600 fall in unemployment since January. Maybe employers are rehiring workers they mistakenly shed in a fit of gloom last autumn. Service sector employment did rise by 36,000 in the final quarter of last year, having fallen 226,000 in the

previous quarter. Perhaps workers are accepting lower pay increases in order to preserve jobs. Average earnings have also fallen further, though not faster, than in previous recessions. More companies have also embraced profit-sharing arrangements, although largely to take advantage of tax breaks rather than achieve wage flexibility, as the FT reports today on the management page.

Yet the figures do not, on closer inspection, quite support the bullish case that some economists, even some "wise" ones, want to make. It is too early to tell whether this year's fall in unemployment has been accompanied by a surge in re-hiring. Manufacturing employment fell by a further 11,000 in February, only marginally less than in previous months, while average overtime hours and vacancies are flat and also lower than they would normally be when unemployment falls. The suspicion remains that the Department of Employment has become increasingly skilled at finding ways of moving the unemployed off the claimant count into training schemes or into sickness and disability, as it has been doing over the past six years.

For now, the fall in unemployment remains a puzzle. If falling unemployment over the next few months were matched by rising employment, and if wage inflation were to stay low as the recovery accelerates, then the government could celebrate. Until then, Mrs Gillian Shephard, the employment secretary, is right to bite her lip.

The chief executive of Lloyd's of London had some stark words for his staff earlier this year. "No British institution has ever taken the losses that Lloyd's has and survived," he said, underlining the need for a 25 per cent cut in administration staff to ensure the future of the insurance market.

Mr Peter Middleton and Mr David Rowland, chairman of Lloyd's, are likely to strike a similar note of urgency next Thursday when they announce details of a radical new "business plan". The market's survival is dependent on the success of the plan because unless Lloyd's can reduce its costs, contain a rising tide of old asbestos and pollution claims and negotiate a legal settlement with thousands of aggrieved loss-making Names, it could start to disintegrate.

Two issues have highlighted the need for radical action. First, the market's losses in 1990 - due to be announced in June under Lloyd's three-year accounting system - are expected to exceed 1989's record loss of £2.06bn. Second, the erosion of the market's capital base has accelerated. Some 2,000 Names left last year; many more will follow this year. "Many Names are hanging on by their fingernails," says one members' agent.

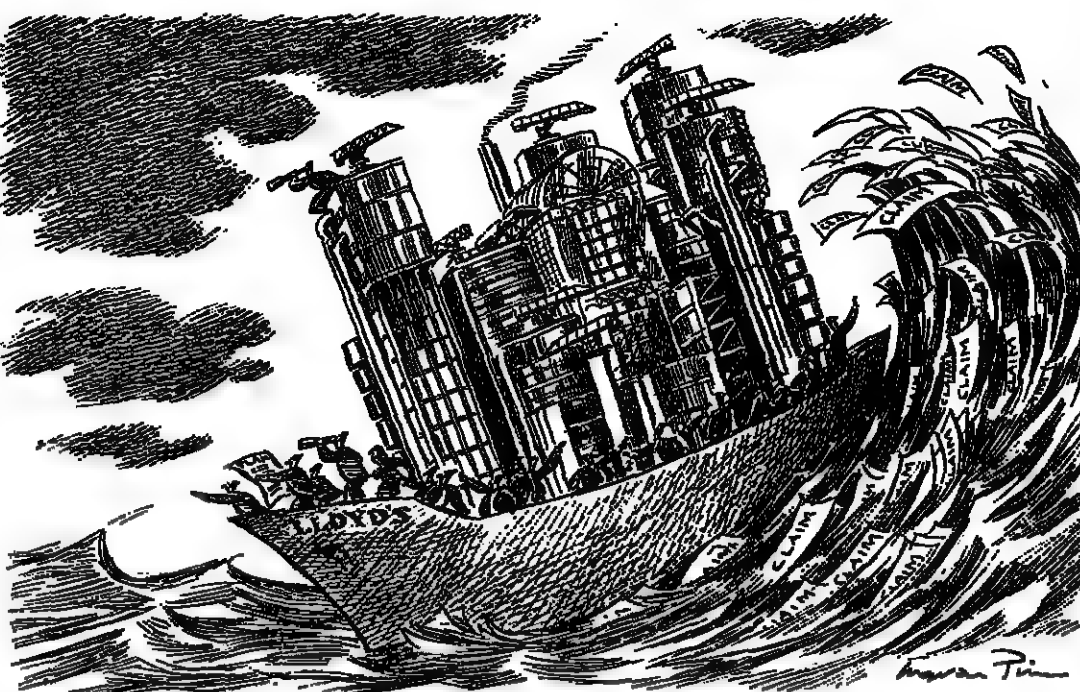
A broad strategy outlining the route forward was agreed last year when the governing council accepted the recommendations of a task force led by Mr Rowland. Its groundbreaking proposals included modifying the principle of unlimited liability - whereby Names are liable for all insurance losses underwritten on their behalf - and the invitation to corporate investors to commit capital to the market.

Behind the report's recommendations lay the realisation by senior Lloyd's figures that the market was losing ground to competitors in Europe and North America - such as Zurich Insurance and the American International group - which have made inroads into specialised areas of commercial insurance and reinsurance once dominated by Lloyd's. The London market decided to respond by a swinging cost-cutting and rationalisation programme which would produce fewer, but more efficient, bigger and better-capitalised businesses. Some progress has been made. In the past three years, for instance, the number of syndicates (which underwrite business) has fallen from 401 to about 230.

The business plan aims to develop the cost-cutting and consolidation strategy to restore profitability and attract fresh capital. Lloyd's insiders say in some senses it is a "pathfinder prospectus" - a document similar to that issued by a company seeking to raise cash.

Lloyd's hopes its business plan will help it surmount a rising tide of problems, writes Richard Lapper

## Compass for a safer passage



However, the prescriptive nature of many of the proposals will mark a sharp break with the past, when Lloyd's governing council stood back from the management and direction of the market, confining its role to regulation and the provision of back-up services. "The council is effectively saying, 'You will do the following.' If you just wait for all the businesses in the market to do things you will travel as slowly as the last in the convoy. If one man keeps a quill pen the benefits of computerisation are lost," says Mr Robert Hiscov, deputy chairman. One result could be that syndicates could be compelled to adopt a common computer system.

In future, Lloyd's regulators, who are likely to be focused on a wider range of issues, in areas such as standards of professionalism and competence. Lloyd's has traditionally maintained a hands-off attitude to these matters but allegations of incompetence and negligence at some agencies and syndicates during the 1980s has prompted a sense of urgency

about monitoring standards. Training is being emphasised, for instance.

In addition, Lloyd's will encourage the centralisation of a range of activities - from the way the affairs of Names are handled, to the processing of claims. Many activities are currently conducted at Lloyd's in a highly fragmented way. Earlier this year, Mr Middleton said Lloyd's had managed to make a very simple system "terribly complicated". He said that "a flow-chart of the claims payments system resembles a combination of the New York subway, the London Underground and the Paris Metro, with a map of the European railway network superimposed."

New systems allowing for speedier reporting of financial information are likely to be introduced, providing would-be investors with an accurate and up-to-date picture of the business. The cumbersome three-year accounting system could also be scrapped.

The need for change is broadly accepted among the bigger agencies

which manage syndicates and handle the affairs of Names. "It is widely recognised that if we don't get it right this time, we won't get another chance," says Mr Edward Bloxham, chief executive of Coter Allen, which manages several syndicates.

Opposition could arise from some quarters, however. The existence of some smaller agencies could be threatened. In such cases the market's leaders will press acceptance of the "business plan" through a combination of persuasion and threat. Mr Middleton has promised to resign if the plan is not implemented. As one agent put it: "Middleton is our last shot. If he doesn't get a high level of support for the plan he walks. If he walks, we are dead."

The resolution of two sets of outstanding problems will dictate whether the plan succeeds or fails: the first comprises liabilities arising from US insurance policies; the second is the morass of litigation in which the market is mired.

American court awards in asbes-

tosis and pollution cases are producing a steady flow of notifications of claims on insurance policies underwritten up to 50 years ago. Industry observers believe that unless these old liabilities are isolated or - to use the market's jargon - "ring fenced" - they will dissuade new investors from committing capital to Lloyd's, functioning effectively as a "poison pill".

Ms Julieanne Jessup, of the insurance consultancy De Lisle Jessup Scott, says: "Lots of investors would be interested but they won't look at it as long as there is any doubt about their liability for the back years."

One way for Lloyd's to rid itself of "long-tail" liabilities would be to set up a reinsurance company, a proposal understood to be contained in the business plan. Several billion pounds of reserves set aside to meet future claims and held in Lloyd's "premium trust funds" could be channelled into the company to meet claims arising on pre-1962 policies.

While progress appears to be in train on the US front, the settlement of outstanding actions for compensation against agents is far from assured. The prospects of a speedy once-and-for-all settlement have been fading for some time. Mr Middleton hinted at the intractability of these problems last month when he said he simply did not have the power to "impose" a deal. Negotiations to achieve a settlement will continue, with the business plan likely to limit itself to outlining a possible way forward.

Mr Christopher Stockwell, chairman of the Lloyd's Names Associations Working Party - which links groups of loss-making Names - says new challenges could be afoot, with Names turning to European Community law or even attempting to allege "bad faith" by the market's regulators.

A serious question-mark thus hangs over the settlement of outstanding legal actions by Names, which, together with old US liabilities, poses the most serious threat to the business plan's success. In any event, Messrs Rowland and Middleton still have to sell their solutions to the market. If the market buys them, and they work, an uphill struggle remains. Although Lloyd's has taken steps to make up lost ground over the past two years, younger insurance companies around the world have taken the chance to match some of Lloyd's traditional specialised markets. For Lloyd's, survival is but the first step towards recapturing its former glory. But those days may be over forever, and it may have to learn to live with a lower profile and diminished status.

## One step forward deserves another



PERSONAL VIEW

In the last couple of weeks there have been signs of a re-emergence of industrial unrest in the UK: the bitter Timex dispute, rail and bus strikes, threatening noises from the firemen and teachers, and a European "day of action" on April 2. There is no clear pattern to these disputes and we at the Confederation of British Industry see little prospect of a big increase in the number of industrial disputes across the country.

But there are dangerous hints - mainly in the public sector - of union claims for "catch-up" awards next year, to compensate for restraint in 1993. And, despite ministerial protestations to the contrary, the chancellor has not helped by reaffirming that this year's 1.5 per cent public-sector ceiling would not continue beyond the autumn, without describing any new approach. At the same time, the growing number of indicators suggesting that economic recovery is

under way is encouraging a feeling that good times are just around the corner, and that we shall all be better off next year.

I believe this assumption, that after tightening our belts this year we can loosen them next, is wrong.

Certainly it is true that pay pressure continues to be weak. Pay settlements in manufacturing averaged 2.5 per cent in the three months to March, down from 4.4 per cent in the same period last year, and the lowest figure for at least 25 years. And since productivity has continued to rise rapidly, unit labour costs have fallen over the last year - a better performance than has been achieved by any of Britain's principal competitors.

Private-sector service settlements were down at 2.8 per cent on the same basis, and of course public sector pay settlements, which were generally higher than in the private sector last year, are capped at 1.5 per cent. Most public-sector unions are disposed to accept that they cannot hope to breach it without strikes for which their members seem unprepared (only senior management pay has failed to respond).

But let us not forget that headline inflation was only 1.9 per cent in the year to April. And the TPI (tax and price index) - a fashionable measure this year, though it will certainly not be in 1994 - has risen by only half a percentage point in the last 12 months. So most public servants will be getting a 1 per cent real increase in take-home pay, at the bottom of the longest recession

**The assumption that after tightening our belts this year we can loosen them next is wrong**

since the second world war - a rather generous definition of national belt-tightening.

In fact, for those in work real incomes have not fallen at all in this recession. Between the third quarter of 1990 and the end of 1992 average real pay increased by 1.6 per cent. This is in contrast to what happened in the mid-1970s, and during the early 1980s recession, when

real pay fell (by 3.9 per cent from end-1979 to mid-1981). The recent growth in retail spending, while the savings ratio has actually risen, shows real incomes have risen quite rapidly in the last 12 months.

The truth is that the pain of this recession has been borne most heavily, indeed quite disproportionately, by the 1.5m people who have joined the ranks of the unemployed, by those (sometimes the same people) under water on their mortgages, and by perhaps 2m to 3m people (mainly in manufacturing industries) whose pay has been frozen. Those were the companies most affected by the exchange rate mechanism squeeze.

So against that background, what should happen next year?

Undoubtedly inflation will rise somewhat, as a result of devaluation. But if Britain is to ensure that inflation falls back again quickly, and to lock in the competitive advantage that devaluation offers, there is no case for domestic pay rises to compensate for its effects on import prices. To secure sustained improvements in the UK's trade performance a continuing

period in which unit labour costs do not rise is therefore needed. That would also help to begin to get unemployment down.

Tight control of pay will be harder next year, and harder than it need be if no management example is set. Disposable income will not have been inflated by sharp falls in the mortgage rate, and tax rises will begin to bite next April. But it will be as vital as ever to ensure that pay does not run ahead of productivity performance, and preferably some way behind.

It is time the government began to make that clear rather than hinting at jam tomorrow. And the unions - if they want to make a useful contribution to the reduction of unemployment - could explain the realities to their members, rather than indulging in feel-good gestures such as the European day of action.

Howard Davies

The author is director-general of the CBI.

## Over-ride on economy

It seems Jacques Attali is not alone in his fondness for the good life. John Major's vision of a classless society and his determination to save taxpayers' money have fallen victim to an unseemly squabble over government perks among his ministers.

The row centres on that most precious of perks: the 24-hour-a-day ministerial car replete with chauffeur.

Taking the prime minister's vision to heart, the Department of Environment decided the government car service could save money by standardising the models. After all, each and every one of the 100 cars provided for ministers in the Commons and the Lords costs the taxpayer more than £50,000 a year to run.

No longer would junior ministers make do with workaday Montegos or Sierras while their cabinet superiors hurried in Rover Sterlings and Jaguars. Instead, all ranks would be assigned a middle-range Rover 800. The savings on leasing and servicing costs would run into tens of thousands.

Junior ministers were understandably thrilled at the idea of some extra leg-room. But Observer learns that a revolt by their seniors quashed the plan.

What horrified ministers around cabinet level was not just the thought of losing their leather upholstery. Even worse was the fear of being mistaken for mere parliamentary under-secretaries on those long and arduous journeys from their Whitehall offices to Westminster.

Sir Robin Butler, the cabinet secretary, was called on to defend their privileges. The idea was quietly dropped.

Naively, trade and industry ministers then came up with an even better idea.

Since the prime minister was committed to shrinking the size of the public sector, the car service should be privatised. Hundreds of thousands of not millions of pounds would be saved by obliging all but the most senior members of the cabinet to swap their individually assigned vehicles and drivers for access to a central pool.

That was more than even the most junior minister could stomach. The idea has been filed in bin.

### Hard of hearing

London Forum, the private-sector talking shop set up by GrandMet chairman Sir Allen Sheppard to promote London overseas, seems to have a bit of a communications problem.

More than two months after London's business leaders held their first meeting on a battleship moored opposite the Tower of London, it is still impossible to get

## OBSERVER



'Jan' converted to being a lapsed Catholic

the telephone numbers of London Forum, and its little sister, London First, by ringing directory inquiries. It seems to confirm Observer's worst fears that the members of this odd outfit are more interested in talking than listening.

### Buba's boob?

Has the Bundesbank finally over-reached itself in its desire to spring surprises on the market?

Not content with wrong-footing many dealers by nudging interest rates down yesterday just when poor money supply numbers suggested the central bankers would once again stay their hands,

the Buba communications people perpetrated what was either a notable cock-up - or else a distinctly dirty trick.

Initially handing out a press release confined to detailing the annual profits, several wire services assumed no change in interest rate policy and broadcast as much to the world, only to have to revise it five minutes later on the arrival of a second release.

### Verdant prose

Officials at the Japanese Finance Ministry seem to be catching a British disease - the premature spotting of green shoots. They also seem to have caught another irritating habit - the copious use of cliché. Well to the fore yesterday were "light at the end of the tunnel" and the economy "hitting bottom".

But the normally conservative ministry lapsed into more typically Japanese prose when it claimed that "butterbur buds are beginning to sprout from underneath the melted snow".

### All right Jacques

Hands up anyone who can name the boss of the European Investment Bank? Whatever one

thinks about Jacques Attali's tenure at the top of the much smaller European Bank for Reconstruction and Development, he has certainly made sure that people have heard of him and his

bank. If only the same could be said for the EIB.

Indeed, even if Attali's shareholders do eventually force him to walk the plank, he will have lasted in the job as long as Eugene Meyer, a former chairman of the Federal Reserve, and the first president of the World Bank - the EBRD's granddaddy. Meyer walked out of the door after only six months because he fell out with Emilio Collado, the headstrong US director.

If the EBRD's shareholders are thinking of changing presidents, there are plenty of faceless bureaucrats who would dearly love the job, but not many figures of substance prepared to put up with the bureaucratic infighting.

### Open question

Who better to give an object lesson in open government than Britain's Whitehall mandarins' trade union, officially known as the First Division Association? Delegates at its conference will be debating a resolution suggesting that civil servants ought to set an example for the rest of the populace by declaring whether they are freemasons.

### It grows on you

This year's Brighton Festival will feature a Moscow Opera production of Shostakovich's The Nose, sponsored by Pincocchio Pizzeria Ristorante.







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FINANCIAL TIMES

# COMPANIES & MARKETS

Friday April 23 1993

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## INSIDE

### Trelleborg shares fall as investors worry

Shares in Trelleborg, the Swedish mining and industrial group, fell sharply yesterday for the second day in succession as investors reacted to reports, strongly denied by the company, that it was facing acute financial difficulties. Page 18

### MEA aims for a successful future

Lebanon's Middle East Airlines, once a successful carrier, has over the past 15 years often been associated with hijackings and terrorism. Now, with hostilities over, MEA is looking to regain some of its former status. Page 20

### Farmers hit by tobacco price fall

Zimbabwean farmers have been stunned by depressed prices on the Harare auction floors. No one expected so dramatic a decline. "We are shell-shocked," said an industry official. Zimbabwean monetary policy, global recession, higher taxes on smoking, cigarette price wars in the US and EC and the increased availability of some grades, are responsible. Watching gloomily from the sidelines are the banks. Page 34

### Austin Reed, Liberty in changes

Two family-run UK retail groups with non-voting share structures announced steps towards opening up their companies. Austin Reed, the upmarket UK clothing retailer and manufacturer, will ask holders of voting shares to enfranchise non-voting shares at its June annual meeting. Meanwhile, Liberty of Regent Street, central London, appointed a new chief executive, splitting the roles of chairman and chief executive. Page 23; People, Page 11

### Thrills in the Irish SE

The Irish stock market has had all the thrills of a ride on a roller coaster over the past six months, and all the unpredictability of Irish weather. The crisis of alarm last autumn, as the market plunged to a four-year low, have been replaced by a series of better to come as the ISEQ overall index climbed to a three-year high. It has gained 30 per cent since the end of December, half of that in March. Back Page

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### Chief price changes yesterday

FRANKFURT (DEM)		PARIS (FFr)	
Alcatel	375 + 7	Alcatel	772 + 21
Banque Paribas	575 + 5	Banque Paribas	675 + 21
Banque Paribas	281.5 + 4.5	Banque Paribas	148 + 8.4
Banque Paribas	275.5 + 4.5	Banque Paribas	488 + 24
Banque Paribas	275.5 + 4.5	Banque Paribas	525 + 16
Banque Paribas	275.5 + 4.5	Banque Paribas	632 + 80
NEW YORK (\$)		TOKYO (Yen)	
Alcatel	68% + 4%	Alcatel	504 + 19
Chemical Bank	48% + 4%	Chemical Bank	487 + 17
Chemical Bank	48% + 4%	Chemical Bank	794 + 78
Chemical Bank	48% + 4%	Chemical Bank	570 + 39
Chemical Bank	48% + 4%	Chemical Bank	860 + 31
Chemical Bank	48% + 4%	Chemical Bank	332 + 39

New York prices at 12:00

LONDON (Pence)		Tokyo (Yen)	
Alcatel	93 + 8	Alcatel	209 + 12
Alcatel	93 + 8	Alcatel	35 + 5
Alcatel	93 + 8	Alcatel	69 + 6
Alcatel	93 + 8	Alcatel	117 + 7
Alcatel	93 + 8	Alcatel	250 + 15
Alcatel	93 + 8	Alcatel	63 + 10
Alcatel	93 + 8	Alcatel	408 + 25
Alcatel	93 + 8	Alcatel	313 + 12
Alcatel	93 + 8	Alcatel	1100 + 78
Alcatel	93 + 8	Alcatel	208 + 17
Alcatel	93 + 8	Alcatel	421 + 13

## Salomon Bros pulls parent to \$65m loss

By Patrick Haverson in New York

SALOMON, the Wall Street securities house and energy trading group, yesterday announced a pre-charge net loss of \$65m for the first quarter after its Salomon Brothers brokerage subsidiary fell into the red because of short-term losses on its proprietary trading activities.

The total net loss for the group, however, came in at \$102m because Salomon took a \$37m charge to cover the impact of changes in the accounting of post-retirement benefits. In the same quarter a year ago the group earned net income of \$190m.

The news did not come as a surprise because Salomon warned in early March it had incurred a large loss on its trading business during the first two months of the year. The size of the shortfall at Salomon Brothers, however, was smaller than expected.

In March Salomon said that between January and February it had lost \$250m (pre-tax) at its securities brokerage operation.

However, yesterday, the firm said its loss for the whole quarter was only \$65m, and that included a \$25m charge to cover legal costs relating to the 1991 Treasury auction scandal.

The company would not com-

ment on the specific numbers, but it appears there was a significant positive swing in Salomon Brothers' trading positions during March.

Large fluctuations in Salomon's quarterly earnings are not unusual, as the company explained yesterday. "Proprietary strategies frequently have long-term time horizons, in some cases extending over several years. Because proprietary trading positions are marked to market, fluctuations in the value of these positions are reflected in quarterly earnings, so that earnings volatility and occasional losses are to be expected."

Helping to offset its trading losses, Salomon's investment banking and commissions revenues were both strong in the quarter, reflecting heavy demand for the firm's underwriting and client brokerage services.

Salomon's two other lines of business, the Phibro Energy division, which trades energy-related and other commodities, and Phibro Energy USA, the oil refining operation, are also prone to some earnings volatility.

In the latest quarter, Phibro Energy bounced back from its loss a year ago to post a pre-tax profit of \$6m, while Phibro Energy USA remained in the red, reporting a loss of \$13m amid continued weakness in oil refining margins.

## Axa falls 35% but is confident on The Equitable

By David Buchanan in Paris

AXA, the French insurance company, yesterday announced a 35 per cent fall in group profits for the year and expressed confidence about the future profitability of its investment in The Equitable of the US.

Mr Claude Bébér, Axa's president, said the chief reason for the Axa group's 35 per cent fall in profit from FF2.38bn (\$430m) to FF1.54bn last year was the drop in capital gains from asset sales, due to poor market conditions.

Axa has set a net dividend of FF2.25 up from FF2.00.

Mr Bébér said the group had some FF1.6bn cash in hand. This might be spent on new acquisitions, he said, but not necessarily in buying into the three big French state-owned insurers which are on the newly-elected Balladur government's privatisation list.

He indicated that Axa's gas was more international, either towards a Mexico soon to be integrated into the North American market or in south-east Asia where "the entry ticket is cheap" for a market which in a decade or two could be the world's biggest.

Axa made a \$1bn investment in The Equitable, which bought it a 49 per cent stake in the US insurer when The Equitable demutualised last year.

This week Axa maintained its stake in The Equitable by buying 49 per cent of an \$800m convertible bond issue by the US group.

The purchase was made out of the proceeds of Axa's own FF3.65bn convertible bond issue in February.

Lax, Page 18

## Peugeot down 39% and sees more falls in European sales

By David Buchanan in Paris

PSA PEUGEOT-CITROEN, the French car group, yesterday reported a 39 per cent fall in profits to FF3.37bn (\$620m) last year, down from FF5.5bn the year before.

Mr Jacques Calvet, the group president, said the prospects for European sales this year were "debatable", with a likely overall drop of at least 10 per cent from last year's sales.

The first quarter had shown a 17 per cent decline, and April seemed no better, he said.

Weaker demand had led to a 3 per cent decline in Peugeot's sales to 2m cars, producing a turnover figure of FF155.4bn and squeezed operating margins.

But the Peugeot group had held on to its position of number three in the European market, behind Volkswagen and General Motors.

Mr Calvet says it remains one of the most profitable carmakers.

But competitive conditions on the European market would worsen further this year, Mr Calvet forecast, due to over-capacity among producers, the drop in demand and "the successive surrenders" to Japan by the Euro-

## Mercedes turnover slides 24%

By Christopher Parkes in Stuttgart

MERCEDES-BENZ, mainstay of Germany's Daimler-Benz group, hopes to stop the profits rot this year in spite of a 24 per cent slump in turnover and unspecified operating losses in the first quarter.

While Daimler's group net earnings are expected to slump by 30 per cent to around DM1bn (\$600m), Mercedes should show a result "similar" to last year's DM4.4bn, Mr Helmut Werner, incoming chief executive, said yesterday.

This implies that the group's

non-automotive businesses, including Deutsche Aerospace, AEG engineering and the Debs software and financial services division, will contribute a mere 16 per cent of total earnings, against 42 per cent last time.

In conditions one executive described as "ploughing through fog", Mr Werner, retiring chief executive, said attempts to prepare forecasts were blighted by "many imponderables".

The company had high hopes of its new compact C-class range, a replacement for the 10-year-old 190 series, the company's smaller executive car, which will be launched in June, but he did

not expect any marked improvement in markets for cars, buses or trucks before the end of this year.

The so-called C-class was expected to start having a positive effect on operating results by next year, when, according to one manager, the company hoped to snatch back market leadership from BMW. Last year Mercedes was overtaken in unit sales by its Bavarian rival for the first time.

Mercedes expects to build 200,000 of the new model in 1994, compared with output of 130,000 compact cars in 1992. This year, however, Mr Niefer

said he expected total car output unchanged from last year's 486,000 while commercial vehicles would fall slightly from the 1992's 260,000.

In the 1993 first quarter, turnover from cars had fallen 30 per cent, while unit sales had dropped 32 per cent. Sales revenue from commercial vehicles was 16 per cent lower on unit deliveries down 20 per cent.

As part of continuing economy measures, at least a further 7,000 German jobs will be lost this year, after a cut of 14,700 in 1992. Some DM500m had been set aside in provisions for personnel measures.

## Christopher Parkes reports on changes aimed at overtaking Japan

### Compact car with designs on success

LONGER by a matchstick's length than its executive predecessor, and replete with two dozen new features as standard, the marketing motto for the Mercedes-Benz compact C-class is that it offers customers more car for their money.

According to Mr Klaus-Dieter Vöhringer, director in charge of passenger car production, buyers will get up to 30 per cent more value at prices basically unchanged from those of the outgoing 190 series.

Technically and cosmetically refined, the C-class is the fruit of manufacturing and management innovations with which Mercedes hopes to transform its prospects in the global quality car market.

It is the first practical example of the group's new pricing policy. The range embodies a principle new to Mercedes which states that before any work starts a new product will be priced according to what the market will bear and what the company considers an acceptable profit.

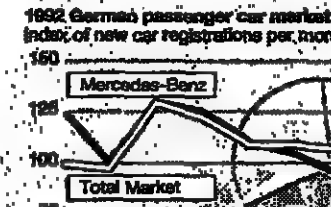
Then each component and manufacturing process will be costed to ensure the final product is delivered at the target price.

Under the old system of building the car, adding up the costs and then fixing a price, the C-class would have been between 15 per cent and 20 per cent dearer than the 10-year-old outgoing 190 series, Mr Vöhringer said.

Explaining the practical workings of the new system, he explained that project groups for each component and construction process were instructed without exception to increase

### Brakes on German car market

1992 German passenger car market index of new car registrations per month



Mercedes-Benz sales in 1992 (000s)

Foreign Domestic

Mercedes-Benz sales in 1992 (000s)

Foreign Domestic

Mercedes-Benz sales in 1992 (000s)

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Mercedes-Benz sales in 1992 (000s)

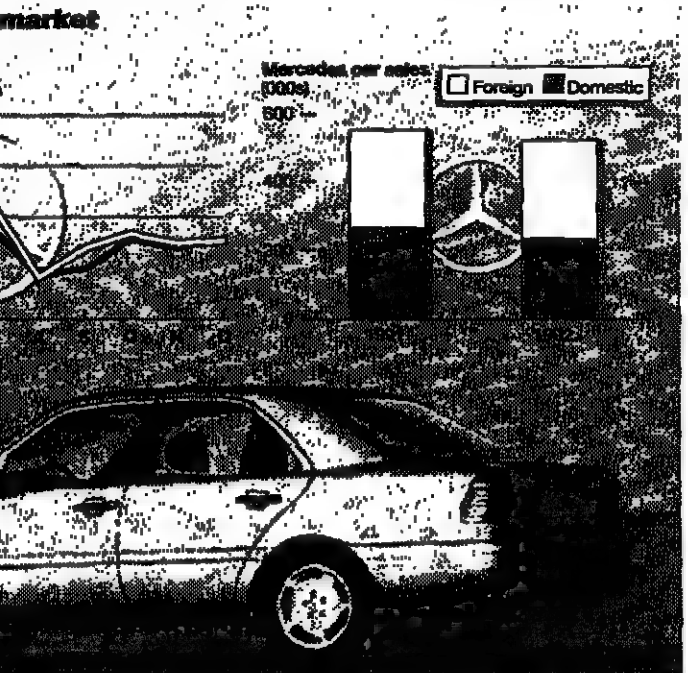
Foreign Domestic

Mercedes-Benz sales in 1992 (000s)

Foreign Domestic

Mercedes-Benz sales in 1992 (000s)

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Mercedes-Benz sales in 1992 (000s)

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Foreign Domestic

Mercedes-Benz sales in 1992 (000s)

Foreign Domestic

Mercedes-Benz sales in 1992 (000s)



## INTERNATIONAL COMPANIES AND FINANCE

## Leading Spanish banks keep their place at the top

By Tom Burns in Madrid

BANCO SANTANDER and Banco Popular, the two pace-making Spanish banks, yesterday released first-quarter results that maintained their positions at the top of the domestic profits table.

Santander raised its quarterly profit to Ptas22.3bn (\$191m), an increase of 8.1 per cent on the first quarter of 1992, and Popular posted a post-tax income of Ptas13.7bn, 6.1 per cent up on last year.

Both banks reported a very positive operating profit performance that was ahead of most

forecasts. Santander declared Ptas33.5bn, an increase of 15.5 per cent on the first quarter of last year, and Popular raised its operating income by 16.5 per cent to Ptas31bn.

Mr Emilio Botin, Santander chairman, said the results had been due to the bank's growing international business. He said the domestic market was "in a difficult situation because of the economic recession".

The bank has an extensive network in Latin America, where it has built up its corporate banking activities in Mexico, Chile and Venezuela, and is the main shareholder of

the US bank First Fidelity.

Popular's balance sheet reflected the reduction of cash coefficient requirements under new Bank of Spain guidelines, as well as the bank's proven moderation over credits and its austere control of costs.

Endesa, Spain's partially-private electricity group, is to pay Ptas27bn for a stake of approximately 2 per cent in Germany's RWE utility. The move follows an agreement between the two companies last year that allows either company to take up to 10 per cent of the other's equity.

## Roche sales maintain rate of growth

By Ian Rodger in Zurich

ROCHE, the Swiss pharmaceuticals and fine chemicals group, said sales in the first quarter were up 7 per cent to Sfr3.5bn (\$2.39bn), almost in line with the growth level in the second half of last year.

Mr Fritz Gerber, chairman, said the result indicated that "barring exceptional developments, 1993 will be another successful year for the group".

Speaking at the group's annual press conference in Basel, Mr Gerber said Roche's 23 per cent rise in net income last year to Sfr1.9bn was helped by improved control of operating costs, which rose only 8.7 per cent.

Income from the group's Sfr12.1bn liquid assets soared 51 per cent last year to Sfr1.5bn. Net financial income was Sfr963m, accounting for a little over one-third of total net income.

Roche does not yet provide a sectoral breakdown of profits, but officials indicated that the diagnostics division, which has been a chronic loss-maker, broke even, and the vitamins and fine chemicals division improved its performance.

Mr Gerber said German legislative reforms had caused a 20 per cent slump in the country's pharmaceutical market in the first quarter, but said Roche's share of that market fell only 10 per cent.

In the first quarter of this year, pharmaceutical sales rose 10 per cent to Sfr1.9bn while sales of the vitamins and fine chemicals division gained only 3 per cent to Sfr795m. Diagnostic sales were up 7 per cent to Sfr418m and fragrances and flavours sales up 2 per cent to Sfr372m.

Swiss Bank Corporation, Switzerland's second-largest bank, said it had a "thoroughly pleasing result" in the first quarter.

"The results of both the parent and the group were substantially above the previous year's pre-tax result," it said. No figures were given.

## Trelleborg shares tumble sharply

By Hugh Carnegie in Stockholm

SHARES in Trelleborg, the Swedish mining and industrial group, fell sharply yesterday for the second day in succession as investors reacted to reports, strongly denied by the company, that it was facing acute financial difficulties.

Trelleborg "B" stock, the most traded shares, fell by SKr4 over the day to close at SKr49.50, having at one point dipped to SKr47.50. The shares have lost more than 12 per cent of their value since Tuesday, when the B stock closed at SKr56.50.

Trelleborg issued a strongly-worded denial of a front page story in yesterday's Svenska

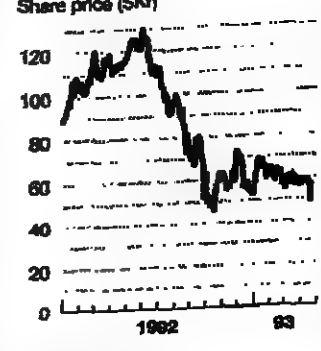
Dagbladet newspaper which alleged that it was negotiating with its bankers, including Skandinaviska Enskilda Banken, over its debts following problems meeting its interest payments.

The company, which is struggling to recover from heavy losses in 1992, described the report, and similar rumours in the stock market, as a lie. "We have not been in any discussions with our banks about our loans or their terms," a spokesman said.

Trelleborg was hit hard last year by recession in its domestic and international markets, falling metal prices and a foreign currency loss of SKr765m as a result of the devaluation of the Swedish krona. It

## Trelleborg

Share price (\$K)



Source: Datastream  
scrapped its 1992 dividend after reporting a SKr1.6bn (\$215m) loss after financial items. Yesterday, it blamed specula-

tors for manipulating its stock price to make gains on options due for redemption in June. It said it had several times been the victim of similar speculative dips in its share price in recent months. In February, it weathered a wave of rumours ranging from reports that it had exhausted its capital to speculation that Mr Kjell Nilsson, chief executive, was ill.

But analysts said investors were not convinced that the latest reports were baseless and were worried that Trelleborg had cash-flow problems that were prompting concern by the banks. One said Trelleborg shares were not yet on a crisis valuation. "If there really is a problem, there is more downside to come," said one.

## Z-Länderbank returns Sch508m

By Ian Rodger

Z-LÄNDERBANK Bank Austria eked out a net income of Sch508m (\$46m) last year, but only after extraordinary gains on asset sales covered had debt provisions of Sch6.3bn.

However, in its first full year of operations since the merger of the Zentralsparkasse group of Viennese savings banks and Österreichische Länderbank in the autumn of 1991, Austria's largest bank made considerable progress towards cutting costs and improving margins.

Net interest income rose 3.5 per cent to Sch10.9bn, as the bank benefited from falling interest rates and, later in the year, greater spreads. Commissions were up 9.3 per cent to Sch1.6bn.

Operating profit was up 1.2 per cent to Sch3.4bn and bank officials indicated that nearly half came in the fourth quarter.

Total assets grew 5.5 per cent to Sch544.9bn. Capital rose 9.2 per cent to Sch27.8bn, providing a BIS ratio of 9.3 per cent. The directors are recommending that the dividend for

1992 be cut from 14 per cent to 10 per cent.

Creditanstalt Bankvereins, Austria's second-largest bank, said its pre-tax profit surged 36 per cent in the first quarter to Sch1.15bn, due mainly to booming securities trading.

The bank said its partial operating profit, comprising net interest and fee income less operating expenses, was 29 per cent higher than the depressed figure in the comparative period. Interest income was up 5.6 per cent to Sch2.1bn and fee income gained 7.4 per cent to Sch665m.

## Esab setback blamed on sales

ESAB, the world's leading welding equipment producer, yesterday blamed lower sales in Europe and Brazil for a sharply lower first-quarter profit and said its result for the full year would be worse than in 1992, writes Christopher Brown-Humes in Stockholm.

Income after financial items in the first three months amounted to SKr7m (\$0.9m), against SKr34m in the same period in 1992, as sales dropped to SKr1.61bn from SKr1.65bn. The biggest downturn was in its important German market.

## Shareholders force three Alexon executives to quit

By Roland Rudd in London

THREE of Alexon Group's biggest institutional shareholders yesterday secured the removal of the chairman and chief operating officers at the women's wear retailer.

Mr Lawrence Snyder stepped down as chairman and Mr Rich Henderson and Mr Peter Ridsdale resigned as joint chief operating officers. The shares rose 6p to 89p. The three executives were confronted with the demand for their resignation 48-hours earlier.

Mr John Sadler, a former

finance director of the John Lewis Partnership was appointed non-executive chairman and Mr John Osborn, a former director of Sears, took over as chief executive.

Gartmore Pension Fund Managers, Scottish Amicable Investment Managers and Mercury Asset Management took the unusual step of forcing a change of management after last month's dismal results.

Alexon lost nearly £1m before tax last year and passed its final dividend. It had made an £11.3m profit in the previous year.

## Tandem's earnings below expectations

By Louise Kahoe in San Francisco

TANDEM Computers reported an increase in second-quarter earnings but failed to live up to Wall Street expectations.

The US manufacturer of fault-tolerant mainframe computers said that although sales picked up in the US, revenues continued to decline in Europe.

Net income for the quarter was \$11.1m, or 10 cents per share, compared with \$8.8m or 8 cents, in the same period

last year. Revenues rose to \$517.6m from \$502.9m a year ago.

Although we anticipated a weak quarter, the computer business exceeded its profit goals, but our Ungermann-Bass networking subsidiary fell below its revenue, margin, and profit targets," said Mr James Treibig, president and chief executive.

"For the seventh consecutive quarter, business in the US posted year-over-year revenue growth, gaining 13 per cent

over the same quarter of the prior year," Mr Treibig noted.

"Non-European international revenues showed modest growth. Although some countries in Europe achieved revenue gains, revenues from the European division declined."

Tandem is one of many computer companies that is making a transition from proprietary technology to open systems based on industry standards.

The company is also developing lower-priced, server prod-

ucts based on the latest Risc technology.

For the first six months of fiscal 1993, revenues were \$1m and net income \$28.6m or 26 cents a share, including a \$12.4m, or 11 cents-per-share gain from a tax accounting change.

In the first half of fiscal 1993 Tandem posted revenues of \$957.4m and a net loss of \$55.8m, or 79 cents, after a \$98m pre-tax restructuring charge taken in the first quarter.

## Distributor takes lead in bid for drugs wholesaler

By Paul Abrahams

COOPERATION Pharmaceutique Française, a small French independent drugs distributor, has emerged as leader in a consortium to make a counter-bid for Office Commercial Pharmaceutique, France's largest drugs wholesaler.

OCP is subject to a FF22.12bn (\$691m) friendly takeover from Gehe, the German distributor.

CPFF, with a turnover last year of FF2.2bn, has concluded an agreement with the Bourly family, which owns 15 per cent of OCP.

Under the agreement, the family can sell its shares in

OCP and will not participate in the consortium.

If the CPFF bid is successful, the family will not sell its shares for two years and can nominate a member of a three-man board.

One director will be appointed by CPFF and the third will be chosen jointly by the Bourly family and CPFF. At the end of two years CPFF will buy the Bourly shares.

CPFF's advisers, Crédit Commercial de France and Banque de l'Union Européenne, believe the company will be able to assemble the necessary capital to make the counter-offer by the deadline of May 5.

## Crédit Agricole beats trend with 6% profits rise

By David Buchan

CREDIT AGRICOLE, the French farmers' co-operative bank, defied the trend of its competitors by yesterday announcing a 6 per cent increase in net profit to FF5.2bn (\$856m) last year.

With FF1,860bn deposits, or 20 per cent of the total in France at the end of last year, Crédit Agricole confirmed its leading position.

Increased profits came from an 8.3 per cent rise in net banking income and only a 4.2 per cent rise in general costs.

Crédit Agricole is still the provider of 80 per cent of all

bank loans to France's farmers.

Roussel-Uclaf, the French pharmaceutical group controlled by Hoechst of Germany, has reported pre-tax profits of FF357m, up from FF123m for the first three months to 31 March, writes Paul Abrahams in London.

The results were achieved on turnover of FF3,992bn against FF3,808bn for the same period last year. Cash-flow increased from FF736m to FF2,088m.

Rhône-Poulenc, France's largest chemicals group, is understood to be considering selling its 35 per cent stake in Roussel-Uclaf to Hoechst.

## ANNUAL RESULTS 1992 Bank Austria

Total assets AS 544.9bn (US\$45bn);  
total market capitalisation AS 59.6bn (US\$5.3bn)

Partial operating profits up 2.9%;  
overall operating profits up 1.2%

Interest margins still under pressure; but an improving trend was experienced in the second half of the year

Merger Implementation on schedule

Financial Highlights for the year ended 31st December			
	1992	1991	% change
in AS billion			
Partial operating profit	2.12	2.08	+2.9
Gross operating profit	3.41	3.37	+1.2
Dividend	10%	14%	-
Primary funds	322.2	308.9	+4.3
Total assets	544.9	514.9	+5.8

1% mean rate of exchange on December 31st 1992, AS 13.54.

Copies of the full results announcement and/or annual reports may be obtained from Bank Austria Publications Department, Am Hof 2, A-1010 Vienna. Telephone: (0) 53124-3117.

## Dresdner Finance B.V. Amsterdam

U.S.S. 400,000,000 Floating Rate Notes 1993/1993 with Warrants

The Rate of interest applicable to the Interest Periods from April 23, 1993 to October 24, 1993, inclusive, was determined by Morgan Guaranty Trust Company of New York, London, as Reference Agent to be 5.25 per cent per annum. Therefore, interest per Note of U.S.S. 10,000 principal amount is due on October 28, 1993, the relevant Interest Payment Date, in the amount of U.S.S. \$ 588.75.

Dresdner Bank Group

## MITSUBISHI CAPITAL INC

US\$ 9,000,000 GUARANTEED DUAL BASIS BONDS DUE 2000 (B BONDS)

In accordance with the provisions of the Bonds, notice is hereby given as follows:

- Interest period: April 22, 1993 to July 22, 1993
- Interest payment date: July 22, 1993
- Interest rate: 3.85% (margin included)
- Coupon amount: US\$ 2,432.99 per note of US\$ 250,000

BTI BANK INTERNATIONALE  
A LUXEMBOURG

## U.S. \$400,000,000 National Westminster Finance B.V.

(Incorporated in The Netherlands with limited liability)

Guaranteed Floating Rate Capital Notes 2005  
In accordance with the provisions of the Notes, notice is hereby given that for the six months Interest Period from April 23, 1993 to October 28, 1993 the Notes will carry an Interest Rate of 3.8% per annum. The interest payable on the relevant interest payment date, October 28, 1993 against Coupon No. 17 will be U.S. \$773.44.

By: The Chase Manhattan Bank, N.A.  
London, Agent Bank  
April 23, 1993

## SUN LIFE GLOBAL PORTFOLIO (SICAV)

Registered Office: 14, Rue d'Athènes, Luxembourg.

DEIVIDEND ANNOUNCEMENT  
The Board of Directors of the Company has decided to pay to each of the holders of the Bonds of the Sun Life Global Portfolio as at the close of business on 31st March 1993, 9.3 cents (U.S.) per share for the Global Bond Portfolio and 40p (Gross) per share for the Global Bond Portfolio 1.35p (U.S.) per share for the Global Portfolio.

The Board of Directors  
31st March 1993

## CHEMICAL BANKING CORPORATION

US\$100,000,000 SUBORDINATED FLOATING RATE NOTES DUE 2003

In accordance with the provisions of the Notes, notice is hereby given that for the interest period from 22 April 1993 to 22 October 1993 the Notes will carry an interest rate of 5.00% per annum.

The interest payable on the relevant interest payment date, 22 October 1993 against coupon no. 1 will be US\$270.88 per US\$ 10,000 note and US\$2,708.88 per US\$ 100,000 note.

Market Myths and Bull Forecasts for 1993  
The US dollar will move higher, precious metals have been demonized, Japanese equities are not in a new bull trend. You did NOT read in *FullerMoney* - the (iconoclastic investment) letter, Call Jane Farquharson for a sample issue (once only) Tel: London 71 - 439 2901 (071 in UK) or Fax 71 - 439 4966

## FLANDERS

The FT proposes to publish this survey on May 4 1993  
For a full editorial synopsis and a advertisement details, please contact:

Meyrick Symmonds  
Financial Times  
(Benelux) Ltd  
Rue Ducale 39,  
Hertogstraat  
B-1000 Brussels,  
Belgium  
Tel: (02) 523 2816  
Fax: (02) 511 0472  
or  
Rachel Hart  
Tel: 071-873 3225  
or write to her at:  
Number One,  
Southwark Bridge,  
London SE1 9HL.

## FT SURVEYS

## CANON INC YEN 30,000,000,000

FLOATING RATE NOTES DUE 1996

INTEREST RATE 3.45% pa  
INTEREST PERIOD:  
FROM: 2nd April, 1993  
TO: 2nd July, 1993  
INTEREST PAYABLE PER YEN 1,000,000 NOTE: YEN 8,721.

BY FUJI BANK (LUXEMBOURG) S.A.  
AGENT BANK

## NOTICE

BELL LAWRIE WHITE & CO LTD  
BREWIN DOLPHIN  
BELL LAWRIE LTD

Bell Lawrie White & Co Ltd (BLW) gives notice that as of the close of business on 3 April 1993 the client monies held by it in its client bank accounts were transferred to similarly designated bank accounts of Brewin Dolphin Bell Lawrie Ltd (BDBL) as a result of BLW transferring its business to BDBL. Execution and settlement of deals for clients continue as normal. As has always been the case, clients can withdraw their money on demand.

Brewin Dolphin Bell Lawrie Ltd is a member of The Securities and Futures Authority Limited (SFA) and the London Stock Exchange.

23 April 1993

Bell Lawrie White & Co Ltd  
7 Drumshugh Gardens  
Edinburgh  
EH3 7QH

## Up to £130,000,000 Hafnia Holdings (UK) Limited

Floating Rate Notes due 2000: £65,000,000 of which are being issued as the Initial Tranche.

For the period from April 21, 1993 to July 21, 1993 the Notes will carry an interest rate of 6.6125% per annum with an interest amount of £26,236.84 per £1,000,000 Note.

The relevant interest payment date will be July 21, 1993.

Agent Bank  
Banque Paribas Luxembourg  
Société Anonyme

## Christiania Bank og Kreditkasse

(Incorporated in the Kingdom of Norway with limited liability)

YEN 181N STEP-UP BULL COUPON NOTES DUE 1993  
YEN 181N STEP-UP BEAR COUPON NOTES DUE 1993

NOTICE IS HEREBY GIVEN that the final redemption amount of the above mentioned Notes has been calculated at 0% on the Bull Notes and 100% on the Bear Notes. The redemption amount payable on the final redemption date, 26th May, 1993 will be Zero on the Bull Notes and Yen 1,900,000,000 on the Bear Notes.

April 23, 1993, London  
By Citibank, N.A. Issuer Services, Calculation Agent

CITIBANK







## INTERNATIONAL COMPANIES AND FINANCE

# Freegold output behind Anglo American climb

By Philip Gawth  
in Johannesburg

IMPROVED gold output from the Freegold mine helped the Anglo American group to record a 3.5 per cent increase in attributable profits to R209.9m (\$66.2m) in the three months to the end of March, from R202.7m in the December quarter.

Anglo American, the world's largest gold producer, lifted production by 1 per cent to 67,091kg from 65,396kg in the previous quarter. The average revenue rose by 2 per cent to R34.76 per kg from R34.04 per kg reflecting the benefits of hedging and a firmer gold price.

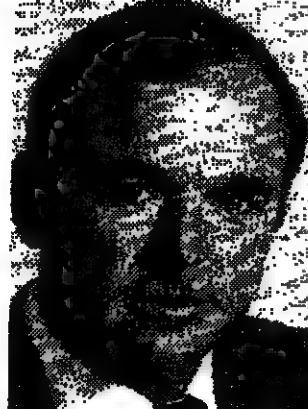
Total costs rose by 3 per cent to R1.79m from R1.75m, with average unit costs 1 per cent higher at R26.731 per kg against R26.387 per kg.

Mr Clem Sunter, chairman of Anglo American's gold and uranium division, noted that the attributable profits were 27 per cent higher than the quarter's average in 1992 of R165m.

He was cautiously optimistic about the group's prospects. He said there was more of a positive attitude in the market towards gold, and there was "definite scope now for gold to move into the \$350 to \$370 an ounce range."

This would benefit Anglo American's mines, he said, as no mine, taking any 12-month period, had more than 30 per cent of its production hedged.

Freegold, the holding com-



Clem Sunter, 'positive attitude in market towards gold'

pany for the group's Free State operations, achieved a quarterly production record of 30,044kg, up from 28,950kg in the December quarter. Its attributable profits rose by 22.8 per cent to R92.7m from R75.5m on the back of increased production, lower unit costs and a 2.6 per cent increase in the average price of gold.

The group's Transvaal mines all performed solidly. Vaal Reefs' production was virtually unchanged at 18,901kg, but attributable profits fell to R55.6m from R61.8m as last quarter's figures included a dividend from Southvaal Holdings.

The directors said Western Deep Levels had had its best first quarter in years, but attributable profits dropped to R32.6m from R40.1m due to a sharply higher tax charge.

## Kao turns in improvement

IN SPITE of the slump in consumer spending, Japanese women are still spending heavily on cosmetics and personal hygiene products, according to Kao, the country's leading household products manufacturer, writes Charles Leadbeater.

Yesterday, it reported a 17 per cent increase in group pre-tax profits to ¥45.38bn (\$408m) for the year to the end of March from ¥38.92bn a year

earlier. Consolidated sales rose by 5.7 per cent to ¥771.37bn from ¥739.88bn.

Group earnings per share fell 7.8 per cent to ¥34.07 from ¥36.87 reflecting an increase in the number of outstanding shares following a one-for-10 stock split during the year.

The directors set the final dividend at ¥5 a share, making an unchanged ¥10 for the year.

# Rise of 21% in per share earnings at Citic Pacific

By Simon Holberton  
in Hong Kong

CITIC Pacific, the Beijing-controlled conglomerate in Hong Kong, yesterday posted a 200 per cent rise in net profits to HK\$11bn (US\$1.29m) from HK\$332.9m in 1991 on turnover of HK\$8.2bn, up from HK\$1.18m.

The directors declared a final dividend of 22 cents a share making 30.2 cents for the year - up 25 per cent on 1991.

Comparisons with the past are difficult because Citic underwent a large change in 1992, acquiring Hang Chong, a large trading company. The figures also include a first-time contribution from Citic's 12.5 per cent interest in Cathay Pacific and 46 per cent of Dragon Air.

During the year Citic also acquired a 12 per cent stake in Hongkong Telecom, interests in two mainland Chinese power stations and a share in a waste disposal plant in Hong Kong.

Earnings per share - a better guide to Citic's management of its assets - grew by 21 per cent to 87.4 cents, from 72 cents in 1991.

Mr Larry Yung, chairman, said Citic would continue to acquire more assets and raise more cash but only as long as two pre-conditions were met - "that per share earnings will not be diluted and that the interests of small shareholders will be protected."

De Chong Hong, which distributes Nissan cars, moved aggressively into mainland China last year. Citic said that sales to China, which analysts put at more than 12,000, accounted for 54 per cent of its total car sales last year.

Da Chong Hong also plans to manage a confectionery and food manufacturing plant in Shanghai and has signed an agreement with Isuzu of Japan to produce trucks and vans in Sichuan.

Profits from Dragon Air - the Cathay/Citic joint venture airline which took over Cathay's China routes - doubled last year. Jardine Fleming estimated that Dragon produced a profit of more than HK\$900m.

# Carrier's crucial timetable for recovery

James Whittington reports on Middle East Airlines' struggle to return to profitability

LEBANON'S Middle East Airlines (MEA), once a successful carrier, has during the past 15 years been associated only with hijackings and terrorism.

Severely affected by the protracted fighting and repeated closures of Beirut International Airport during Lebanon's civil war, the privately-owned carrier was frequently victim of hijacking militias seeking international exposure.

Now hostilities are over and the government led by Saudi-Lebanese prime minister Rafik Al Hariri is determined to rebuild the country. As a consequence, MEA is looking to regain some of its former status.

Mr Abdel Hamid Fakhoury, appointed the airline's chairman in June last year and reportedly close to Lebanese President Elias Hrawi, says: "We are in a period of transition. During the war, our main policy was that of survival. We had to continue. Having survived, we can now look at building on what we have."

With a low level of debt of about \$50m, Mr Fakhoury says that the airline's "conservative policy" during the war has paid off. Its fleet remains substantially the same as that in

1975, with three Boeing 747s and eleven Boeing 707s. In 1982, it leased two Airbus A310-200s from KLM Royal Dutch Airlines. This contract runs for three years and grants MEA the option to buy the aircraft.

Despite a 28 per cent reduction in the number of employees in 1981, MEA is still the biggest private employer in the country, with 3,873 staff.

The carrier's ownership is split between the majority state-owned Intra Investment Company, which has a 62 per cent stake, and Air France which owns 28 per cent. The remaining 10 per cent is half owned by employees and half by Lebanese investors. Shareholders in Intra include Lebanon's central bank, the National Bank of Kuwait, and the governments of Qatar and Kuwait.

MEA services 37 destinations in Europe, Africa and the Middle East. Last year, it carried 701,805 passengers, which compares with more than 1.1m in 1975 when Lebanon attracted peak numbers of tourists. Unprofitable flights to Ankara and Dacca have recently been stopped and the airline's overall net losses last year were cut to \$5.2m, from \$10m in 1991.

Having suffered accumulated losses of more than \$200m

since 1976, Mr Fakhoury is confident that the airline's loss-making days are over. "We hope to break even this year for the first time since 1975," he says.

His confidence is reflected by a high level of business optimism in Beirut. Mr Al Hariri, who is himself a dollar billionaire, seems to have instilled faith among the Lebanese business community and with foreign aid now starting to flow into Beirut's reconstruction programme, the city is beginning to shake off its image as one of the most dangerous places in the world.

As an indication of this, the Arab Aircraft Carrier Organisation (AACO) decided to return its headquarters to Beirut at its annual conference earlier this month. Mr Fakhoury explains that MEA's policy is firstly to serve the large number of Lebanese expatriates scattered around the world, and secondly to recapture the booming tourist trade of the 1960s and early 1970s.

A central objective of the airline's comeback strategy is to regain its routes to the US. These were stopped in June 1985 after a TWA airliner on an

Athens-Rome flight was hijacked by members of Hizbollah, the Islamic fundamentalist group, and ordered to fly to Beirut.

Mr Fakhoury says: "There is continual dialogue between our government and the US, but so far the response has been, 'give it more time'." MEA hopes that when the US rescinds the ban, other important routes will be granted, such as one to Canada and Australia.

"One of the basic characteristics of this country is that we have a large number of Lebanese spread all over the world. MEA could make profits on this market alone, if we are given access to them," he says.

In anticipation of increased passenger traffic, the government plans to expand the state-owned Beirut International Airport. Modernisation of the airport's facilities is already under way. Having been frozen for most of the past 18 years by the civil war, much of the airport's aviation technology is out of date.

Plans for expansion include a terminal capable of handling a flow of 6m passengers a year and a third 3,500-metre runway. In 1992, 21 foreign airlines used the airport, including Air France, KLM and Alitalia, and

the airport handled about 1m passengers. Tourist traffic today, however, according to Mr Fakhoury, is negligible.

Funds required to rehabilitate and develop the airport will be allocated by Lebanon's Council of Development and Reconstruction (CDR), changed by the government to oversee the reconstruction of the country.

The CDR is seeking \$5bn in foreign aid and private investment for the reconstruction of Beirut city, including the airport. "If finance is forthcoming, development should take no more than two years," says Mr Fakhoury.

MEA's future hinges on whether this timescale can be met and this depends on Mr Hariri's ability to deliver. The government faces a Herculean challenge in its plans for reconstruction and stabilising an economy awash with corruption, unemployment, poverty and mismanagement.

The country's politics remain volatile, and regional stability is far from guaranteed. While MEA attempts to improve its tarnished image abroad, many potential passengers are likely to wait and see before booking a flight.

# Seven-Eleven Japan advances

By Charles Leadbeater  
in Tokyo

SEVEN-Eleven Japan, the country's largest convenience store operator, yesterday reported a 9.7 per cent increase in pre-tax profits, one of the best financial performances this year by a leading retailer.

While most Japanese retailers, especially luxury department stores, have been hit hard by the downturn in consumer spending, Seven-Eleven announced increases in its profits, sales and dividends.

Seven-Eleven runs an extensive network of 24-hour, local convenience stores, which sell food and household items. The contrast between its improved financial performance and the sharp deterioration in the performance of leading department stores is an indicator of how consumer spending is

shifting from luxury brands to basic goods.

The group's pre-tax profit rose by 9.7 per cent to ¥55.16bn (\$570m) for the year to the end of February on overall sales growth of 11.5 per cent to ¥181.962m. The company said it was increasing its final dividend by ¥0.5 per share to ¥34, up ¥2 from last year.

Denny's Japan, the fast-food restaurant chain, reported a 19.1 per cent fall in pre-tax profits in the year to the end of February, largely because lower interest rates lowered its non-operating income and it had fewer customers. Denny's pre-tax profits were ¥6.48bn, compared with ¥7.99bn in the previous year. Sales rose by 0.5 per cent to ¥85.48bn, from ¥85bn the year before.

Both Seven-Eleven and Denny's are affiliated with Ito-Yokado, Japan's largest super-

market operator. The slump in the Japanese economy was the main factor behind Ito-Yokado reporting its first ever fall in consolidated pre-tax profits.

Ito-Yokado, said consolidated pre-tax profit covering the parent group and 58 subsidiaries, for the year to the end of February, was 11.1 per cent down at ¥181.121m. The parent company's unconsolidated pre-tax profit rose by 0.4 per cent to ¥97.51bn on sales of ¥151.155bn, up 3.6 per cent on the year before.

Tokyo, the Tokyo-based supermarket and chain store operator, reported a 14.2 per cent fall in pre-tax profits to ¥4.98bn, on sales which were 2.2 per cent up at ¥291.32bn. Taka-Q, the clothing manufacturer, reported a loss of ¥12.7bn in the year to February 28. Sales fell by 12.5 per cent to ¥74.69bn.

# Tokyo Steel tumbles as rivals cut capital spending

By Robert Thomson in Tokyo

TOKYO Steel Manufacturing, a medium-sized Japanese steelmaker, yesterday reported a 51.9 per cent fall in pre-tax profits to ¥28.5bn (\$27m) for the year ending in March, as larger steelmakers announced cuts in capital spending for this year.

Sales slipped 4.8 per cent to ¥203.3bn following a sharp fall in demand from the private construction industry, which has been seriously bruised by a surplus of office and apartment buildings in the two largest cities, Tokyo and Osaka.

The company also reported that weakening demand led to tougher price competition among Japanese makers. Larger makers export about 20 per cent of their production,

but Tokyo Steel depends for about 90 per cent of its sales on a still-weakening domestic market.

Tokyo Steel hopes that a ¥13,200bn economic package announced last week will stimulate orders for public works projects, and is confident that the private construction market will recover later this year.

But, for the year ending next March, the company expects a 13 per cent fall in sales to ¥177bn, and a pre-tax profit of only ¥3bn.

Meanwhile, Nippon Steel, the world's largest steelmaker, announced a 15 per cent cut to ¥170bn in capital spending planned for this year, while NKK, another leading maker, said its outlays would fall 29 per cent to ¥146bn.

DSM N.V.

based at Heerlen

## DSM invites its shareholders to the Annual General Meeting

The Annual General Meeting will be held on Thursday, May 13, 1993, at 14.00 p.m., at the company's head office, Het Overloon 1, Heerlen.

The agenda with notes, the annual report and the annual accounts are available for inspection by the shareholders and other persons entitled to attend the meeting at the company's head office, Het Overloon 1, Heerlen, and at the offices of the banks mentioned alongside, and can there be obtained by them free of charge. Holders of ordinary bearer shares who wish to attend the meeting should deposit these shares not later than May 7, 1993 at one of the offices of the banks mentioned alongside receipt, which receipt gives access to the meeting. Persons attending the meeting should be able to identify themselves upon request. The foregoing also holds for those who derive meeting rights from rights of usufruct or lien attached to shares.

Heerlen, April 1993  
The Managing Board

DSM

DSM Corporate Public Relations, P.O. Box 6500, 6401 JH Heerlen (Netherlands), tel.: 45-782371



ASM - BRESCIA

azienda servizi municipalizzati - Brescia

## NOTICE OF PREQUALIFICATION

The Municipal Services Utility (Azienda Servizi Municipalizzati) of Brescia, Italy is planning to purchase technically advanced mechanical vacuum sweepers for street and pavement sweeping. In particular, the sweepers have to show efficiency in sweeping, low noise and low emissions.

The interested firms are kindly asked to submit appropriate documentation within 20 days from the date of the publication of this notice to the following address:

AZIENDA SERVIZI MUNICIPALIZZATI  
Via Lamarmora 230  
25124 BRESCIA (ITALY)  
Fax: +39-30-349697

CREDIT NATIONAL  
FRF 600,000,000  
4.40% BONDS DUE 2003  
with coupon reinvestment option  
Common Code: 3651355  
Sicovam Code: 14762

According to the terms and conditions of the Bonds, notice is hereby given that 432 supplementary Bonds have been created upon exchange against Coupons on account of payment of interest. New total nominal amount outstanding as of: 29/4/93: FRF 643,200,000

THE PRINCIPAL PAYING AGENT SOGENAL SOCIETE GENERALE GROUP  
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Banesto Finance Ltd.  
US\$100,000,000  
Subordinated floating rate notes due 2003

Notice is hereby given that the notes will bear interest at 4.8125% per annum from 21 April 1993 to 21 October 1993. Interest payable on 21 October 1993 will amount to US\$12.32 per US\$5,000 note. US\$244.64 per US\$10,000 note and US\$2,446.35 per US\$100,000 note.

Agent: Morgan Guaranty Trust Company  
JPMorgan

OVERSEAS UNION BANK LIMITED  
US\$100,000,000

Subordinated Floating Rate Notes due 2001  
(Redeemable at the option of the Noteholders in 1996 and 2008)

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest for the six months period 23rd April, 1993 to 23rd October, 1993 has been fixed at 3.4375%. The interest payable on the relevant interest payment date, 23rd October 1993, will be US\$4,418.23 per US\$250,000 Note.

West Merchant Bank Limited  
Agent Bank

CORRECTION NOTICE  
LAVORO BANK  
OVERSEAS N.V.

(Incorporated with limited liability in the Netherlands Antilles)  
US\$300,000,000  
Floating Rate Guaranteed Notes  
Due 1993  
Unconditionally and irrevocably guaranteed as to payment of principal and interest by BANCA NAZIONALE DEL LAVORO (Incorporated in the Republic of Italy)

Notice is hereby given that the corrected interest rate for the period 21 April 1993 to 21 July 1993 will amount to 3.7713% per annum. The interest payable on 21 July 1993 will amount to US\$3,771.32 per US\$10,000 note and US\$37,713.20 per US\$100,000 note.

Agent: Morgan Guaranty Trust Company  
JPMorgan



3i GROUP PLC

£75,000,000

## FLOATING RATE NOTES 1994

FOR THE THREE MONTH PERIOD 21ST APRIL, 1993 TO 21ST JULY, 1993

In accordance with the provisions of the Notes, notice is hereby given that the rate of interest has been fixed at 6 1/8% per annum and that the interest payable on the relevant interest payment date, 21st July, 1993 against Coupon No. 35 will be £771.32 from Notes of £50,000 nominal and £77.13 from Notes of £5,000 nominal.

S.G. WARBURG & CO. LTD.

(Agent Bank)

Nationwide

£100,000,000  
Floating rate notes due 1998  
(Issued by Anglia Building Society)

Notice is hereby given that the notes will bear interest at 6.1875% per annum from 21 April 1993 to 21 July 1993. Interest payable on 21 July 1993 will amount to £37.13 per £5,000 note and £3,713.20 per £50,000 note.

Nationwide Building Society  
Agent: Morgan Guaranty Trust Company  
JPMorgan

Notice of Partial Redemption

RHONE-POULENC S.A.

FRF 600,000,000  
6 1/8% Series A Bonds due 1996  
with Income Warrants to acquire up to FRF 600,000,000  
6 1/8% Series B Bonds due 1996

Notice is hereby given that pursuant to paragraph 5 (b) of the Terms and Conditions of the Bonds, the following Series A Bonds in the principal amount of FRF 35,000,000 have been drawn by lot and are due for redemption at 100% plus accrued interest at the offices of the principal paying agent on 3rd May, 1993:

No 56294 to No 56799 included. Interest will cease on the Bonds called for redemption on and after the Redemption Date.

Payment will be made upon presentation and surrender of the Bonds, together with all appurtenant coupons maturing subsequent to the Redemption Date.

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FINANCIAL TIMES  
MAGAZINES

Pierson, Holding & Pierson N.V.

Bank Mees & Hope N.V.

announce that as from April 23, 1993, they merged into

# MeesPierson

In the Netherlands MeesPierson N.V. is established in Amsterdam, Rotterdam and The Hague.

MeesPierson is also established in:

Antwerp, Aruba, Bahamas, Budapest, Curacao, Geneva, Guernsey, Hamburg, Hong Kong, Isle of Man, Jakarta, Cayman Islands, London, Luxembourg, Madrid, New York, Oslo, Philadelphia, Singapore, St. Maarten, Taipei, Tokyo, Zug, Zurich.

مكاتبنا في كل مكان



# Cut in Lombard rate puts life back into European markets

By Jane Fuller in London and Patrick Harverson in New York

BOND markets across Europe sprang back to life following the Bundesbank's decision to cut German interest rates yesterday. The German central bank announced a 40 basis point cut in the Lombard rate, taking it down to 8.5 per cent, and a 40 basis point cut in the discount rate to 7.25 per cent.

The relief was all the greater because dealers said some news agencies initially mistook the move for a 100 basis point cut in the Lombard rate, and a 40 basis point cut in the discount rate to 7.25 per cent.

## GOVERNMENT BONDS

That false alarm briefly sent the bond futures contract down to 85.58, compared with the opening 85.75.

This was rapidly reversed after news of the cuts came through, and the bond futures contract closed at the day's high of 86.28.

Trading volumes were very heavy, with about 94,000 futures contracts traded.

The change in mood followed a couple of weeks of pessimism, culminating in disappointment at the first-quarter M3 money supply expansion and at the German finance minister's warning on the budget deficit earlier this week.

end, although dealers said the peseta remained under pressure.

THE UK government bond market ended the day a little lower, although the German news led to some recovery after the market had been punctured by the surprisingly good UK unemployment figures.

A second month's fall in the jobless was taken as a sign that the economy had turned the corner, ruling out hopes of a further cut in interest rates and raising concern about inflationary pressure later in the year.

At one stage, the 10 to 15-year bonds were down more than a point and the futures contract was down by a similar amount.

After the Bundesbank came to the rescue, bonds at most maturities recovered to end down by only a quarter point.

However, because of nervousness ahead of next Wednesday's auction, one analyst said some downside risk remained.

For example, if today's retail sales figures indicate a further strengthening of the economy,

## FT FIXED INTEREST INDICES

	April 22	April 21	April 20	April 19	April 18	Year ago
BortSea (BQ)	95.58	95.99	95.89	96.08	96.35	88.45
Bank Interest	111.60	111.80	111.80	111.89	112.78	102.22
Food	100	Government Securities 15/04/20: Food Incomes 100				
Food	100	Government Securities 15/04/20: Food Incomes 100				
* for 1992: Government Securities High since completion: 127.40 (5/1/93), to						
Food Interest High since completion: 113.85 (5/1/93), low 50.53 (5/1/79)						
<b>C&amp;T EDGED ACTIVITY</b>						
Indices*	April 21	April 20	April 18	April 17	April 16	April 15
500 Edged Bargains	118.5	125.9	113.1	111.1	111.1	111.1
5-Day average	129.8	115.7	113.2	113.1	113.1	113.1



## COMPANY NEWS: UK

Continuing pressure on UK margins following devaluation of sterling

## Albert Fisher shows advance to £25m

By Andrew Bolger

MR STEPHEN Walls has become full-time executive chairman of Albert Fisher, the food processing and distribution group.

The announcement accompanied the interim figures which disclosed a pre-tax profit of £25m.

Mr Walls became non-executive chairman in July after the sudden departure of Mr Tony Millar following a profits warning. Mr Millar built the company by acquisition into one of the stock market stars of the eighties.

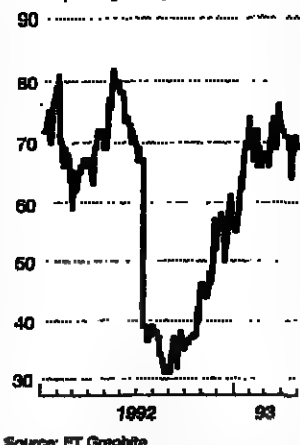
The profit covered the six months to February 28 and compared with a restated £17m last time. The shares, which fell from 82p last May to a low of 31p in August, yesterday dipped 2p to 69p.

Sales slipped from £508m to £599m. Mr Walls said: "We have yet to see any significant impact of an upturn in the UK economy on our markets, with continuing pressure on margins following the devaluation of the pound."

"As we anticipated, the over supply of fresh produce has continued to overhang the market in Europe which, when linked to the recession now prevalent throughout Europe, continues to create very difficult marketing conditions."

## Albert Fisher

Share price (pence)



Source: FT Graphite

However, the first signs of improvement in the North American market are evident, particularly in our south-east region."

The European fresh produce division suffered most, with operating profits down from £7m to £42,000. German trading was hit by recession and low banana prices. In the UK, an exceptional European apple crop continued to overhang the market, while on the Continent the large Spanish citrus crop and reduced demand led to severely depressed margins.

The apple glut also affected

the European food processing division, which saw operating profits fall from £13.7m to £9.7m. The juice and concentrates business of Mondi Foods suffered from the apple surplus and fruit supply problems from eastern Europe.

The European seafood business was the group's star performer. An improved harvest of cockles and mussels helped increase operating profits from £5.4m to £9.4m.

The North American fresh produce operations saw operating profit fall from £8.6m to £5.0m. Although market conditions remained depressed at the beginning of the period, with margins still under pressure, there were first signs of recovery early this year.

The group also announced that it has sold Grossman, a US distributor of paper and plastic disposable products, to the US distribution arm of Bunzl, the UK paper company, for about £10m (£5.4m).

Mr Walls said the group would continue to seek better synergy among its activities, increase efficiency and strengthen its market position - particularly in areas which offered higher margins than pure commodity businesses.

Earnings per share increased from 1.19p to 2.66p. The interim dividend is held at 1.85p.

See Lex



Stephen Walls: appointed full-time executive chairman

## Spring Ram attracts critics

By Jane Fuller

SPRING RAM, the kitchens and bathrooms group, finally brought out its annual report and accounts yesterday, with several more items under the "notes to the accounts" heading.

The document was read with particular interest by analysts, because the group blamed its sharp fall in 1992 profits - the first setback since its flotation in 1983 - on a change in accounting policies and pressure for a conservative approach.

The report includes a proposal that Arthur Andersen be reappointed as auditors on May 21.

The board had engaged in much haggling with the accountancy firm prior to bringing out a pre-tax profit figure of £36.2m, a third less than expected.

The extra work earned Andersen higher auditing fees of £170,000 (£140,000) and an additional £391,000 (£136,000) on non-audit fees.

A few of the new notes, however, were criticised by analysts for not showing 100 per cent conservatism: for instance, the carrying forward of some marketing and business development costs and the capitalising of interest on some investment in fixed assets.

There was also quibbling over the group's claim to having year-end net cash of £10m, because the figure excluded £4.74m owed in non-bank loans and £5.52m in bills of exchange.

Mr Stuart Greenwood, the finance director who has resigned over accounting controversies at the group but is carrying on until a replacement is found, said these items were partly to do with tax and partly trade credit.

On the accounting policy questions, he commented: "Some would say not everything is conservative, but I think the accounts are substantially prudent."

## Clark's shareholders urged to reject Shoes

By Maggie Urry

SHAREHOLDERS in C&J Clark, the private shoe company which has received a takeover proposal from Berisford International, the property and food group, were yesterday sent a letter from a group of shareholders urging serious consideration of the bid.

The letter is from Mr Hugh Clark, Mr Michael Clark and Mr David Edwards, and is in part a response to a letter from Shoes, a group of "shareholders" opposed to the sale. The three say that the acronym is misleading as the sale depends on a vote of shareholders and is not "enforced".

It also condemns Shoes for recommending rejection of the bid without putting forward "a deliverable alternative".

Shoes also published a letter yesterday strongly recommending shareholders not to vote for the bid and promising a fuller letter next week containing details of what it considers to be a viable alternative.

Shareholders will vote on the future ownership of Clark at an extraordinary meeting on May 7. Before then there will be a resolution to sell the company's business and assets to Berisford.

If that is passed Berisford will make an offer worth £13p in cash, shares or loan notes, and a further 25p of cash to be raised from the sale of surplus properties. If the offer fails to win 90 per cent acceptance, Clark can revert to the plan of selling the business to Berisford.

## Restructuring costs hold Etam to 3% improvement

By Roland Rudd

THE ABSENCE of defence costs helped Etam, the fashion retailer, to report a 3 per cent increase in pre-tax profits for the year ended January 30.

Profits rose from £10.7m to £10.9m on increased sales of £221m (£213m).

Last year Etam spent £1.2m on successfully repelling a 185p share bid from Oceana Investment Corporation of South Africa, which acquired a 34 per cent stake. Etam's shares yesterday rose 10p to 225p.

Operating profits slipped to £11.8m (£11.9m). Mr Keith Miles, finance director, said: "I hoped it could have been a better year but we are only just coming out of the recession."

Mr Miles criticised the decision of Oceana to show 34.4 per cent of the company's profits as its own. "They should not have equity accounted since

they have no influence on us whatsoever."

Equity accounting requires a shareholder to have "significant influence" over the company in which it has a holding. Etam has refused Oceana's request for boardroom representation.

Etam, which caters for women and girls, is getting out of its loss-making mens' wear division which accounted for less than 5 per cent of sales. This resulted in a £431,000 restructuring charge.

The loss on disposal of fixed assets, which included withdrawing from a shop with high rent, was £752,000 (£532,000).

Capital expenditure increased to £12.6m (£3.1m) while net assets rose to £76.1m (£73.9m).

Earnings per share were 10.23p (9.42p). The proposed final dividend is raised to 5.25p giving an increased total of 6.9p (6.6p).

## COMMENT

Etam had taken the precaution of making sure its somewhat disappointing results came as no surprise. The difficult second half led to higher mark-downs, resulting in lower operating profits. The future looks more promising. It has now taken a number of steps to improve the bottom line, including closing the loss-making mens' wear operations and withdrawing from a shop charging an exorbitant rent. With continuing uncertainty in South Africa, Oceana is unlikely to sell its 34.4 per cent stake, which is just as well for Etam since it would not want it sold to a UK predator. With the end of the recession in sight the group is forecast to make full year pre-tax profits of £14.5m, giving earnings per share of 13.9p. The shares look fairly priced on a prospective multiple of 16.2.

## Sprat seeking new strategy

By Philip Coggan, Personal Finance Editor

SAVE & PROSPER Return of Assets Investment Trust is asking shareholders for approval to alter its investment strategy and change its name to the Fleming Geared Income & Assets Investment Trust.

Sprat was founded in 1984 to invest in fixed proportions of three unit trusts, also managed by Save & Prosper. It has a split capital structure, with ordinary and participating preferred shares, and warrants.

The preferred shares initially paid a 7 per cent dividend, which will increase by 0.7p per year until 1995. When the trust is wound up, sometime between 2008 and 2010, the pre-

ferred shares will receive 100p, plus 10 per cent of the growth in assets.

The nature of the preferred shares means that the return to ordinary shareholders is highly geared to assets and dividend growth.

Things went well during the 1980s when assets and dividends achieved strong growth. But in the 1990s recession, many companies have cut their dividends and this has led the unit trusts in which Sprat invests to plan cuts in their distributions.

The result will be a substantial cut in the earnings attributable to the ordinary shares, with the managers estimating that earnings per share will fall from 6.3p in the year to end

May 1993 to 0.5p the following year.

However, the trust is unable to take any action to mitigate this problem because of the fixed nature of the investment policy.

Accordingly, the board proposes that the trust should cease to invest in unit trusts and should invest directly in equities. The board believes that this change will give the trust flexibility, enhance prospects for capital and dividend growth and reduce the expected fall in earnings per share.

The directors expect to maintain the total dividend on the ordinary shares at 7.5p this year and, if the proposals are implemented, expect to pay a dividend of 2p next year.

## Yorklyde share price jumps 25p

Shares in Yorklyde jumped 25p to 40p yesterday as the fine woolen and worsted cloth maker announced a 45 per cent growth in pre-tax profits and a 1-for-1 scrip issue.

On turnover ahead 18 per cent at £13.3m (£11.3m) profits for the year to January 31 rose from £1.5m to £2.3m.

Earnings improved to 31.3p (21.2p). The final dividend is 6.4p for a total of 10.4p (6.7p).

## DIVIDENDS ANNOUNCED

	Current payment	Date of payment	Gross - pending dividend	Total for year	Total last year
Abstract New Euro	0.3	July 9	0.3	0.3	0.3
Austin Reed	0.3	July 1	3	6	6
Etam	5.25	June 2	5.1	6.9	6.6
Emcor Dual Text	2.6	June 7	2.6	-	10.55
Fisher (Albert)	1.85	July 15	1.85	-	3.75
Gevoit Strategic	2.65	June 18	2.65	-	6.75
Liberty	5.35	May 28	5.35	7.2	7.2
Low (William)	2.7	June 4	2.7	-	8.4
Proudfoot (Alex)	7	July 7	13.5	12	19.5
R&M Geared	3.25	June 18	3.25	7.525	7.525
Wembley	nil	nil	0.9	0.2	1.4
Yorklyde	6.4	July 1	6.7	10.4	9.7

Dividends shown pence per share net except where otherwise stated. \$USM stock. \*Making 5.1p to date.

## Wembley deficit widens to £12m

By Richard Gourlay

WEMBLEY, owner of the north London stadium, fell further into losses last year weighed down by the cost of its high debt and a stagnant market.

Pre-tax losses rose from £8.4m to £12m on sales up 13 per cent at £181.4m. Losses per share fell from 7.5p to 5.9p after adjusting for the bonus element of the rights issue in February last year.

The board is not recommending a final dividend and does not anticipate making a payment until there is "significant" improvement in profitability.

Wembley also revealed the identity of the investor group behind Oryington Investments, which has appeared on the share register with an 11 per cent stake after buying part of the 16 per cent stake owned by United Dutch.

The group is Rolaco Holdings, a Swiss-based company that has stakes in companies like the Kempinski hotel group and Club Med.

United Dutch, once Wembley's largest shareholder, filed for bankruptcy protection in the Netherlands in March.

Sir Brian Wolfson, chairman, said trading conditions had remained tough in 1992. The group would be re-focusing on

the management of other international venues.

Interest charges fell to £14.4m (£15.9m) as rates declined and debt was repaid. But with £140m (£160m) of debt gearing is 80 per cent in spite of the rights issue.

Wembley also took a £13.4m exceptional charge for the costs of restructuring and refinancing the bank debt. There were also £21.3m of extraordinary charges relating to losses on sale of assets.

At the trading level profits grew 6 per cent to £15.8m. At the stadium complex, profits rose to £5m (£4.3m). Perimeter advertising in the stadium fell, however, and the Arena held only 148 events compared with 180 in 1991. Greyhound racing profits fell to £5.4m (£7.9m).

## COMMENT

Nobody could ever accuse Sir Brian Wolfson of lacking enthusiasm. Unfortunately, with the exception of the upgrading of the core stadium complex, many of his group's ventures have been less than successful. Hence gearing of 80 per cent and the current focus on asset disposals. It must come as some relief, therefore, that Wembley's latest efforts focus on leveraging the Wembley name by bidding to manage other people's stadiums -



Sir Brian Wolfson: Trading conditions remained tough

an activity that should not require a great deal of capital. In the absence of a really strong recovery in the UK, the area offers a dim but nevertheless real ray of hope. The real question remains whether Wembley can reduce its debt. For this it requires the sale of the US greyhound operation, unfortunately dogged last year by an outbreak of kennel cough. Without such sales, Wembley will remain a speculative play, caretaker of one of the UK's most recognisable assets but perilously close to the banks' problem lists.

## GERMAN CITY ESTATES N.V.

established at Amsterdam

Notice of the annual general meeting of shareholders of German City Estates N.V. to be held on Tuesday 11th May 1993 at 14.00 h. at the Hotel de l'Europe, Nieuwe Doelenstraat 2-8, Amsterdam.

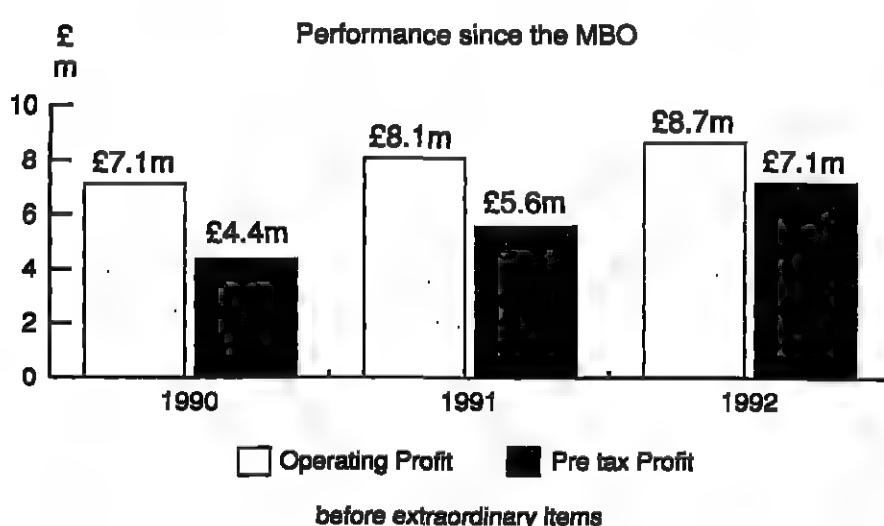
Holders of bearer shares as well as usufructuaries having the right to vote, who wish to attend the meeting, are required to deposit their proof of ownership at Internationale Nederlanden Bank N.V., De Amsterdamse Poort, Bijlmerplein 888, Amsterdam, at H. Wessels & Co B.V., Nieuwe Doelenstraat 10, Amsterdam or at the office of the Company, Concertgebouwplein 11, Amsterdam, not later than 3rd May 1993.

Shareholders who wish to be represented by power of attorney are required to deposit a written power of attorney at the office of the Company or with the banks mentioned above, not later than 3rd May 1993.

The agenda for the meeting and copies of the 1992 annual report and accounts are available and can be obtained free of charge as of to-day by shareholders and others entitled to attend the meeting at the office of the Company or at the banks mentioned above.

Amsterdam, 23rd April 1993  
The Board of Directors

Nottingham Group - a leading equipment supplier to Education and Rehabilitation markets in the U.K.



- 1992 profit before tax increased by 27% over 1991
- Net profit up 60% over 3 years
- Cash balances exceed plan

Equity arranged by **3i** & **CITICORP VENTURE CAPITAL**

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Nottingham Group Holdings Limited.  
Ludlow Hill Road, West Bridgford, Nottingham NG2 6HD, England.

The contents of this statement, for which the directors of Nottingham Group Holdings Limited are solely responsible, have been approved for the purposes of the Financial Services Act 1986 by Coopers & Lybrand as a firm authorised by the Institute of Chartered Accountants in England and Wales to carry on investment business.



## Despite 24% rise, shares fall 17p on worries about competition from discount stores Wm Low ahead as margins improve

By Angus Foster

WM LOW, the Dundee-based food retailer, yesterday announced a sharp rise in interim profits and said it had restored its margins from the disappointing levels of a year ago.

Pre-tax profits increased 24 per cent, from £5.82m to £10.9m, in the 28 weeks to March 20.

The increase reversed the first half decline last year, which was blamed on lower gross margins and rising branch costs.

Despite the increase, the shares fell 17p to 205p, on worries about competition from discount stores and rising costs. Mr Philip Spicer, who took over

as chief executive last year, said both fears had been overcome.

"Competition is competition, but you've got to fight it. Our stores are trading extremely well," he said.

Turnover increased by 8.4 per cent to £240m. Most of the increase was due to new store openings, although like-for-like sales increased by 1.5 per cent.

Operating profits improved 31 per cent to £11.6m, raising operating margins nearly 1 percentage point to 4.8 per cent.

Capital expenditure was £19m and is expected to total £41m (£44.3m) for the full year.

Net borrowings at the period end stood at £52.9m, compared with the year end figure of £27.9m. Mr Spicer said that, with the company's expenditure programme peaking this year, gearing would end the year at its present level of 33 per cent.

Some £1.33m of interest costs on property developments were capitalised. Fully diluted earnings increased by 19.7 per cent to 12.01p (10.03p) per share.

However, the interim dividend is unchanged at 2.7p.

After last year's damaging interim performance, Wm Low must have hoped

yesterday's figures would silence its sceptics. The share price fall suggests otherwise, and there are now fears for the second half outlook for margins. Some of the worries - the impact of discount retailers, for example - may have been overdone. But Wm Low's older stores remain vulnerable and, with companies like Sainsbury and Kwik Save expanding in Scotland, the stock market has plenty to twiddle about in the longer term. Full year profits of £22.5m put the shares on a multiple of 8, a discount to the sector. Although yesterday's selling may have been excessive, concerns about the company's size and store portfolio will keep a lid on its rating.

## Alexander Proudfoot halved to £25m

By Angus Foster

ALEXANDER Proudfoot, the management consultant which saw its shares collapse last year on trading and management worries, yesterday announced profits down by nearly 50 per cent due to recession and one-off costs.

Pre-tax profits fell from £50.1m to £25.2m in the year to December 31. At the interim stage profits fell from £23.8m to £12m. Proudfoot said then that the full year dividend would be maintained, but yesterday it changed its mind and recommended a cut in the final from 13.5p to 6p, reducing the total to 12p (19.5p), payable from earnings of 18.2p (51.6p) per share.

Mr John Prosser, who was appointed group chief executive last year after a management shake-up, said the dividend cut reflected the company's caution. "Trading conditions will continue to be difficult in 1993," he said.

Turnover was £172.4m (£176.4m), including a full year's contribution from Indeco, the Swedish consultant acquired in 1991. Excluding Indeco, turnover fell 6 per cent to £158m.

Indeco has continued to lose money, and Proudfoot has decided to close the company down. This will lead to an exceptional charge this year of about £17m, reflecting closure costs of £1.8m and goodwill write-offs of £15.2m.

Management reorganisation costs totalled £3m. A previously announced provision of £8m to cover unpaid overseas tax has been reduced to £2.3m. Losses in Scandinavia led to an increased tax charge of 54 per cent (36 per cent).

After several senior management departures last year, three more directors - including former finance director Mr Neil Hamilton - announced they will stand down at the annual meeting due next month. Mr David Gill will join the company as finance director from Avis Europe. Mr Prosser said Lord Stevens would stay on as chairman.

## Liberty declines to £3.66m and chief divides roles

By Maggie Urry

LIBERTY, the retail and wholesale group, yesterday reported a fall in pre-tax profits from £5.96m to £3.66m in the year to January 30.

However, the recommended final dividend is maintained at 5.35p to give an unchanged total of 7.2p.

Mr Harry Weblin is to split the roles of chairman and chief executive, handing on the latter job to Mr Patrick Austen. He will start work on May 1, coming from BTR where he ran the consumer products business.

Liberty came under pressure last year from a South African investor group, headed by Mr Brian Myerson, which holds 15.77 per cent of the voting shares.

Mr Weblin said the appointment of a chief executive had taken account of last year's events, but was mainly because he was 63 and approaching retirement. Two non-executives were appointed recently.

Mr John Pugh, the finance director, said that since an extraordinary meeting last summer, at which Mr Myerson called for changes to the board and the enfranchisement of

non-voting shares, he had become a "constructive shareholder".

Mr Myerson said he supported the appointments made. He said the question of enfranchisement would be raised at the annual meeting next month. Mr Pugh said that under 30 per cent of Liberty's shares were non-voting. "Our voting holders own the company as well as control it."

Trading conditions had been bleak in 1992, Mr Weblin said, but the outlook for 1993 was better. Wholesale operations were being affected by recession in export markets, such as France, and so far in 1993 wholesale sales were running below last year's levels. Retail sales were ahead, especially in the London store.

In 1992-93 group sales were slightly lower at £82.4m (£81.9m) mainly because of a 20 per cent drop in converting and wholesaling sales to £18.1m.

Trading profits fell 38 per cent to £3.54m. However, the interest charge was lower at £283,000, against £696,000. A higher tax rate cut earnings per share by 56 per cent to 9.05p (20.77p), still covering the dividend.

## Management team to take over French radio network

By Raymond Snoddy

A CONSORTIUM led by management and including Hambros Bank is set to take over FRM, the French radio network whose losses brought down Crown Communications, the UK broadcasting group.

Crown went into receivership in January with debts of £10m.

Its main asset, London Broadcasting Company, floated clear and effective control passed to Chelverton Investments, whose main shareholders are Mr Matthew Cartisser and Mr John Porter.

The CSA, the French regulatory authority, has chosen the management team led by Mr Andrew Manderstam, who has been running the network since Crown took control in 1989, as the most appropriate owners.

Two other bids were rejected: one from Mr Albert Cohen's Nostalgie and the other from NRJ, the radio network which has been trying to buy FRM from some time.

The decision by the CSA to block a sale by Crown to NRJ triggered the receivership of the British company that once was the darling

of the Unlisted Securities Market.

The Manderstam-led consortium, backed by Hambros European Ventures, is expected to make an offer for Crown's stake in FRM.

Arthur Andersen, Crown's receivers, will try to get as much as possible for the stake.

The radio network links 114 stations and goes under the slogan: "Tous les tops, tous les tops, sans les tops" (all the tops, all the hits and none of the flops).

Throughout the drama FRM has remained on the air.

## Brasway acquires hose maker for up to £2.6m

BRASWAY has purchased Winstar Hose for a maximum £2.6m cash, including repayment of external debt, following its recent withdrawal from the tube industry through the sale of a subsidiary for £3.4m.

With the announcement Brasway said that its pre-tax profit for the year to May 1 would only reach break even before exceptional items, including the profit on the sale of Brasway Tube. In 1991-92 profit was £1.25m.

The effects of inconsistent demand and increasing pres-

sure on margins had "far outweighed" savings achieved from cost reductions, directors explained. At mid-term the profit had plunged to £330,000 (£708,000).

The purchase is part of the strategy to develop the higher added value Europower business. Winstar makes hoses, couplings and assemblies for the mining, agriculture and construction industries.

In the year to June 30 1992 it made an operating profit of £42,000 on sales of nearly £11m, but a pre-tax loss of £234,000.

## Aberdeen Petroleum threatens liquidation

DIRECTORS of Aberdeen Petroleum yesterday threatened to liquidate the company and distribute proceeds to shareholders if they failed to secure a higher bid than the current offer from Pittencrieff.

USM-quoted Aberdeen said it had received proposals, subject to contract, to purchase all of its oil and gas assets.

Responding to the offer document from the acquisitive natural resources and communications company, Mr David Hooper, Aberdeen managing director, said: "The offer is

cheap and Pittencrieff clearly must reconsider its position. We shall continue to solicit a superior offer."

He thought liquidation would give shareholders cash of more than 18p per share. The 15.2p per share offer from Pittencrieff did not fairly value its assets, which Aberdeen said had a realisable value above 20p per share.

Pittencrieff holds 26.6 per cent of its target, shares in which closed unchanged at 154p. Pittencrieff shares were unchanged at 87p.

## Abtrust New European static

Over the 12 months to February 28 1993, net asset value of Abtrust New European Investment Trust was unchanged at 77.5p. In February the portfolio was refocused to replicate the FT-SE Euro-trak 100 index. Since then the underlying portfolio had

matched the performance of that index. The asset value included unlisted investments. Total income in 1992-93 came to £735,000 (£717,000). Earnings per share worked through at 0.53p (0.48p). The dividend is maintained at 0.3p.

## R&M Geared Trust

River & Mercantile Geared Capital and Income Trust 1999 lifted net asset value per preferred capital share from 24.43p to 22.15p in the year to March 31. Income share value rose from 57.35p to 56.66p. The dividend is again 7.55p.

## Regent Inns set for market

By Philip Rawstone

REGENT INNS, which operates 38 public houses in London and the home counties, yesterday announced plans for a full stock market listing.

It is raising £3.18m in a share placing and open offer, giving it a market capitalisation of £19.8m.

Mr David Franks, managing

director, will retain a 15.9 per cent stake in the company, worth £3.18m at the issue price of 135p a share.

A chartered accountant, Mr Franks invested £20,000 in his first pub in 1977. When that was sold three years later he used the proceeds to acquire Regent Inns, which then had six outlets. He expanded the company to 17 pubs before

merging it with Lockton Inns, a BES company in 1988.

The group, which has developed a diverse range of themed estates, aims to expand to about 30 outlets over the next five years.

It has increased pre-tax profits from £512,000 in 1990 to £974,000 last year and is forecasting not less than £1.31m for the current year to July 3.

## Xenova in deal with Suntory

By Glynne Cookson, Science Editor

SUNTORY, the Japanese drinks and drugs group, is to invest \$15m (£9.9m) in a research and development collaboration with Xenova, the UK biotechnology company.

The agreement, which involves Suntory paying \$12m in fees and buying \$3m worth

of Xenova shares, is to develop drugs for immune-inflammatory diseases - particularly rheumatoid arthritis. Xenova has similar R&D collaborations in other medical areas with Roche of Switzerland and Genentech, Genzyme and Warner-Lambert of the US.

The basis of Xenova's work is its collection of fungi and bacteria - now containing

24,000 species - combined with its proprietary drug screening technology. The company has raised £38m from investors since its formation in 1987.

Japanese companies are showing increasing enthusiasm for the UK biotech industry. Japan Tobacco has an equity stake and R&D collaboration with British Biotechnology.

## Smiths Inds continuing to reduce activities in avionics

By Andrew Bolger

SMITHS Industries is continuing to cut its traditional core activity of supplying avionics and components for civil and military aircraft. The company is currently earning more profits from medical products than aerospace.

Mr Roger Hurn, chairman and chief executive, said he expected civil aviation to

recover in the second half of the decade, but could not predict when.

Smiths has accordingly continued to reduce its aerospace workforce, cutting 200 jobs in both the UK and the US in the six months to January 30. This leaves the total workforce at 8,000, split equally between both countries.

The company, which this week reported a decline in

interim pre-tax profits from £44.3m to £40.3m, spent £122m on acquisitions outside aerospace.

The pre-tax figure was depressed by a £5m provision to cover an unsuccessful investment in a device for measuring blood pressure.

Mr Hurn said, "All parts of the company have shown a resilient performance in this first half, and we expect to

achieve steady progress in the remainder of the year and beyond."

The aerospace division's trading profits fell from £18.3m to £13.9m, on sales down from £184m to £175m.

The downturn was offset partly by the rapidly expanding medical systems division.

This area increased trading profits from £11.6m to £15.1m

on turnover which advanced from £83.8m to £84.8m.

Industrial, the group's third division, increased trading profits from £22m to £26.6m in spite of being exposed to the worst effects of the recession. Sales increased from £59.6m to £61.8m.

The division's ducting companies, in particular Flexible Technologies, the US acquisition now in its second year

with the group, had performed well.

Smiths also said that Vent-Axia, the fans and hand driers maker bought for £56m in December, had proved a natural fit.

In medical systems, Smiths paid £12m for HG Wallace of Colchester in July and £66m for Intertech Resources of Florida in October.

Both companies manufacture single-use products, mainly in the field of anaesthesia and respiratory products, and have been integrated with the existing businesses.

Mr Hurn said he would be willing to borrow to make further acquisitions if the right opportunities arose.



Barry Reed pictured at the Regent Inns store

He said Austin Reed had worked hard to get the balance sheet into shape, had cut costs and sold non-core businesses. It had come through recession and had a new chief executive. Now it had the infrastructure to cope with more activity than it could grow organically, and bolt-on acquisitions or partnerships could be in prospect.

The balance sheet showed net debt down from £11.2m to £8.3m. However, a reduction in property values from £29m to £17m, and a transfer from reserves of £563,000 (£1.5m) out shareholders funds to £40.5m (£53.2m) leaving gearing little changed at 30.4 per cent.

### NEWS DIGEST

#### Newarthill cuts losses to £21.5m

LOSSES AT Newarthill, the family-controlled holding company for the civil engineer Sir Robert McAlpine, were halved from £42.8m to £21.5m in the year to October 31.

Turnover fell to £287.8m (£463.6m). The loss was £11.8m (£15.7m) to which was added provision for loss in partnership development £5.5m (£29m), redundancy costs £2.9m (£2.13m), Australian restructuring costs £430,000 and exchange differences £708,000.

Directors said the core business held up satisfactorily, returning a trading profit before the exceptional costs of slimming down the organisation.

In the current year the group had obtained new contracts above targeted expectation, with an increasing percentage of civil engineering work, and was continuing to receive "a healthy volume" of inquiries.

#### Marine Midland Banks improves

First quarter net earnings of Marine Midland Banks, the US subsidiary of Hongkong and Shanghai Bank, surged from £2.6m to £3.4m (£22.5m).

No provisions were made for loan losses, against \$40.5m for the opening quarter of 1992. Non-accruing loans were 40 per cent lower than a year ago and the quality of Marine's assets

fled loans continued to improve significantly.

#### Savage faces possible bid

Savage Group, the USM-quoted hardware supplier, is facing a possible bid.

Following the rise in the shares, which closed yesterday at 68p, up 19p, the company was forced to make an announcement that it was involved in talks.

Last month it reported pre-tax profits for the six months to December 31 ahead 19 per cent at £1.04m on turnover of £32.3m.

#### Net assets jump at Govett Strategic

Govett Strategic Investment Trust had a net asset value, after taking price changes at par, of 270.8p per share at March 31, an advance of 23 per cent on the 219.5p at the same stage of 1991.

Attributable revenue for the six months to end-March amounted to £3.54m, down from £4.21m last time. The interim dividend is maintained at 2.65p, payable from earnings of 3.59p (4.28p) per share.

#### Exmoor Dual issues dividend warning

At February 28, net asset value per ordinary share at Exmoor Dual Investment Trust had fallen to 32.2p, from 59.2p a year earlier. Per income share, the value was 61.1p (61p).

totalled £784,000 (£745,000). Earnings per income share came to 5.78p (5.32p) and the second interim dividend is 2.6p for an unchanged 5.1p to date.

The directors forecast a maintained total of 10.85p for the year, but warned that a reduction was likely for the following year.

#### United Energy back in black with £0.06m

A turnaround from net losses of £127,000 to profits of £58,000 was announced by United Energy, the USM-quoted oil and gas production company, for 1992.

Mr John Billington, chairman, said that Ambit International had been fully integrated into the group and the savings in overheads envisaged at the time of the takeover had been achieved.

Turnover improved from £377,000 to £2.75m with average oil production at 830b/d. Earnings per share amounted to 0.2p (1p losses).

#### First Maryland improves

Increased non-interest income and favourable interest rates were behind an improved performance at First Maryland Bancorp, the US subsidiary of Allied Irish Banks.

The first quarter to March 31 saw net income rise from \$20m to \$28.5m (£18.8m). Return on average assets increased to 1.27 per cent (0.9 per cent) and return on average equity was 18.2 per cent (13.04 per cent). Shareholders' funds increased to \$721.7m (\$621.8m).

This notice is issued in compliance with the requirements of The International Stock Exchange of the United Kingdom and the Republic of Ireland Limited (the "London Stock Exchange"). It does not constitute an invitation to any person to subscribe for or purchase any securities in Regent Inns plc (the "Company").

Application has been made to the London Stock Exchange for the existing Ordinary Shares of 25p each in Regent Inns plc and for the new Ordinary Shares to be issued pursuant to the Placing and Open Offer to be admitted to the Official List. Dealings are expected to commence in the existing Ordinary Shares on Thursday, 29th April and in the new Ordinary Shares, 17th May, 1993.

### Regent Inns plc

(Incorporated in England and Wales under the Companies Act 1985 with Registered No: 1973490)

#### Introduction to the Official List

#### Placing and Open Offer to Ordinary Shareholders

by Greig Middleton & Co. Limited

Share Capital

Ordinary Shares of 25p each

At present	Following the Placing and Open Offer	Authorised	Issued and fully paid
		£5,000,000	£2,441,502
		£5,000,000	£3,662,860

The principal activities of the Company is the operation of public houses. Copies of the listing particulars may be obtained during normal business hours on any weekday (Saturdays and public holidays excepted) up to and including 27th April, 1993 from the Company Announcements Office of the London Stock Exchange, Stock Exchange Tower, Capel Court Entrance, 60 Bartholomew Lane, London EC2N 1HP (for collection only) up to and including 7th May, 1993 from the registered office of the Company at Northway House, 1379 High Road, Wilestone, London N20 9LP and from:

Greig Middleton & Co Limited

66 Wilson Street

London

EC2A 2BL

23rd April, 1993



## RECRUITMENT

## JOBS: Advertised demand remains on the downpath for most types of executive staff in Britain

WHEN it comes to conjuring up mental visions of terror, the poet Samuel Taylor Coleridge had few equals let alone betters. As an example, witness the picture he draws, in *The Rime of the Ancient Mariner*, of...

...one that on a lonesome road  
Doth walk in fear and dread,  
And having once turned round walks on,  
And turns no more his head;  
Because he knows, a frightful fiend  
Doth close behind him tread.

All of which suggests the horror Coleridge must have felt at the spectre of his country being run by a certain set of people. Those he had in mind – and beside whom, he said, “the worst form of aristocracy would be a blessing” – were “a contemptible democratical oligarchy of glib economists”.

Fortunately, although economists have bred copiously in Britain since his death in 1834, they haven't quite taken full control of the country yet. To the meantime, however, Brits who believe their economy is now recovering from recession might like to ponder the implications of a lesser spectre: that of industry and commerce eventually being run by computing specialists in harness with sales and marketing folk.

After all, portents of said development are to be found in the table alongside. As on previous occasions, it gives the results over the past five years of the MSL International consultancy's counts

## The hoped-for sparklers fail to show

of jobs for managers and higher-ranked specialists which are advertised in the United Kingdom's weightier journals. Each post so offered is counted as just one, no matter how many times the ad for it appears in various organs.

The upper part of the table focuses on the 12-month period to March 31, showing first the number of advertised

openings in eight broad categories of executive-level work, then the total. Below that come the all-categories tallies for each quarter of the period.

Now in all the years I have been reporting MSL's figures, I'd never been keener to see the latest three-monthly count. The reasons were twofold, the first dating back to six months ago.

It was then that, after what seemed like ages of unrelieved decline in every niche of the advertised market, a bright spot suddenly appeared. Demand in the sales and marketing category, having repeatedly plumbed ever lower depths, rose by comparison with the 12 months before. The next tally which came three months ago showed not only that the

said rise was continuing, but that it had been joined by an upturn in computing.

With those two improvements in the bag, my second reason for being eager to see the latest figures lies in the seasonal pattern the counts have taken since the consultancy began them in 1958. Almost always, January-March has been the best quarter for demand in the calendar year. So I was expecting to find plus-signs also sparkling beside further categories of work.

Also, as may be seen, they have not appeared. Hence, if UK industry and commerce are emerging from recession, they are evidently doing same without need to advertise for increased supplies of any executives except computing, and sales and marketing types.

That has not stopped MSL's chief executive Garry Long from greeting the count with glad heart. Focusing on the jump between the two latest quarters, from 2,936 posts of all types in October-December to 3,955 in January-March, he says: “These figures are particularly encouraging because they signal an increase in recruitment at managerial and executive level – a sure sign of investment for growth.”

I fear I disagree. True, the quarter-to-quarter jump is marked. At 34.7 per

cent, it compares with an average rise of 20.3 per cent between those same two quarters over the years since 1980. But the 3,955 is still 2.5 per cent down on the 4,058 jobs advertised in January-March a year ago, a period when the forecast employers' anxieties about the forecast Labour win in the April election.

If so, then the at least short-term relief when the Conservatives prevailed seems likely to have been depressed by distorted seasonal pattern for 1992. Accordingly, in an attempt to adjust for same, I have traced back to 1980, comparing the January-March periods with the average for all three preceding quarters of the year before.

By that yardstick, the latest 3,955 does not represent a jump of 34.7 per cent, or indeed one of marked degree at all. It works out at 14.8 per cent against a 13-year average of 14.5.

Even so, while computing and the sales area may be the only beneficiaries of an upturn in the advertised market, there may still be a rise in recruitment of other types by different means. After all, as a result of wholesale sackings, many able executives have signed up with agencies which keep registers of available staff. So it may be that employers are filling their needs from such sources rather than by advertising until the agencies' stocks run low.

Michael Dixon

UNITED KINGDOM ADVERTISED DEMAND FOR MANAGERS AND HIGHER SPECIALIST STAFF (12 months to March 31)										
Category of work	1982-3		1981-2		1980-01		1989-90		1988-89	
	Posts adver- tised	Change from 81-82 %	Posts adver- tised	Change from 80-81 %	Posts adver- tised	Change from 83-80 %	Posts adver- tised	Change from 88-89 %	Posts adver- tised	Change from 87-88 %
Research, design & development	1,191	+23.5	1,556	+45.4	2,849	+23.8	3,738	+14.1	4,353	+24.0
Sales and marketing	2,615	+17.8	2,320	-15.6	2,630	+24.4	3,480	+32.6	5,164	+19.0
Production	2,096	+15.3	2,476	+42.1	4,276	+26.6	5,923	+20.3	7,309	+17.1
Accounting and finance	2,583	+19.5	3,182	+28.7	4,462	+32.3	5,586	+13.3	7,502	+2.5
Computing	1,176	+34.8	872	-33.4	1,870	+37.6	2,959	+38.6	4,676	+31.5
General management	796	+16.5	853	+7.1	1,213	+8.3	1,323	+8.3	1,561	+18.0
Personnel	357	+17.2	431	+20.8	623	+14.4	1,063	+4.7	1,115	+0.2
Others	3,469	+8.4	3,820	+10.1	5,729	+18.5	7,044	+11.0	7,912	+12.1
Total over the 12 months	14,256	+7.8	15,510	+8.8	23,662	+26.2	32,056	+19.6	39,394	+22.2
Quarterly counts:										
April-June	4,023	+5.0	4,235	+4.6	7,641	+16.7	9,176	+13.4	10,593	+23.2
July-September	3,379	+6.9	3,630	+4.8	6,131	+22.0	7,866	+15.8	9,338	+12.9
October-December	2,036	+18.1	3,587	+32.5	5,516	+19.8	5,627	+2.0	9,048	+2.2
January-March	3,955	+2.5	4,058	+2.5	4,572	+12.6	8,397	+23.1	10,616	+2.7

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- Experienced options trader with 5 years experience in major currency options, principally interest rates.
- Judgement, total confidence and flair. Team player, robust style, performance driven.
- Aged c.30, probably a graduate. Numerate, creative, technically sound.

Please write, enclosing full cv, Ref M1452  
54 Jermya Street, London SW1Y 6LX

**NBS SELECTION LTD**  
a Norman Broadbent International  
associated company

**NBS**

London 071 493 6392  
Bristol 0272 291142 • Glasgow 041 204 4334  
Aberdeen 0224 636000 • Slough 0753 619227  
Birmingham 021 253 4656 • Manchester 0625 539933

### Financial Engineering

**£35,000 - £65,000 + Benefits**

This prestigious US investment bank at the forefront of derivative product development is currently seeking a clear thinking self-starter who can offer the following:

- Superb mathematical/technical/academic background (minimum 2:1, PhD distinct advantage).
- Excellent computer modelling ability.
- Minimum of one year banking experience preferably with exposure to derivative products.

Working in a creative, energetic team on complex cross border transactions, the position offers unrivalled opportunity in an environment devoted to excellence.

### Derivative Products

**To £45,000**

A highly regarded European Securities House is looking to strengthen its marketing team by adding a strong professional. If you are 24-25 with at least 2 years experience, a physics or technical degree and you can speak fluent German, Spanish or Italian, we want to hear from you.

### Fast Trackers - Investment Banking

**£30,000**

Are you currently an exceptional graduate on a fast track accelerated career program who is frustrated by lack of opportunity in your present environment? Our client, a UK merchant bank is looking for a superb communicator to join a high profile team concentrating on the analysis of complex deals for investment banking (including MBOs, MBSs and capital market transactions). If you have an outstanding academic record, at least 2:1, and a proven credit background, this could be the chance you are waiting for. Fluency in a European language would be a distinct advantage.

Please contact Pamela Butler or Zoe Lee on 071 583 0073 (day) or 071 581 9450 (evenings and weekends) or write to: 16-18 New Bridge Street, London EC4V 6AU. Fax 071 553 3965

**BADENOCH & CLARK**  
recruitment specialists

## RIYAD BANK

### SAUDI ARABIA

RIYAD BANK, one of the Middle East's most prominent Banks, with a network of 170 domestic branches and corporate offices in the USA and the UK.

As a direct result of the increasing growth of Corporate business, the Bank would like to offer the following outstanding career opportunity to qualified bankers.

### CORPORATE MARKETING OFFICERS

The primary function of this key area of the domestic banking division is to manage business development at the branch level. This includes developing and maintaining Customer relationships with major corporate, private and government institutions throughout the Kingdom.

**RESPONSIBILITIES:**

- Manage the extension of credit facilities, ensuring an optimum return and a minimum credit risk for the Bank, together with maintaining a high quality loan portfolio.
- Act as relationship manager to major Corporate clients, preparing professional credit reviews on existing and potential customers.
- Coordinate the delivery of quality banking services to Corporate customers as well as maintaining and enhancing the Bank's competitive edge with respect to other financial institutions throughout the Kingdom.
- Act as effective interface between the customer base and Head Office ensuring that Head Office is fully informed of potentially new products and trends as requested by the customer base.
- Preparation of annual business plan with direct responsibility for achieving profit targets.
- Provide training to Saudi Nationals.

**POSITION REQUIREMENTS:**

- A minimum of 5 years experience in Corporate Banking.
- Strong Credit analysis and review skills.
- Business development skills.
- Excellent inter-personal and communication skills.
- University/college degree or equivalent.

Riyad Bank offers a competitive compensation package consisting of base salary, furnished Western style accommodation, transportation allowance, medical plan and annual round trip airfare for employee and family.

Interested candidates should direct resumes to:

Box No: A495, Financial Times  
One Southwark Bridge  
London SE1 9HL

## EUROPEAN EQUITIES INVESTMENT MANAGEMENT

The opportunity for an experienced fund manager to become head of the European equities desk with a leading UK investment house.

The company is one of the larger Institutional Investors in London. Its investment performance in European equities places it amongst the leaders in its universe and it has achieved this by giving its fund managers a high degree of autonomy.

As Head of the European desk you will provide leadership to a small team managing equity investments throughout continental Europe. You will be responsible for asset allocation and stock selection in this area.

To be a candidate you should have experience of managing institutional funds invested in European equities. Our preference is to appoint a candidate with around five years experience and

a consistent and superior investment performance in Europe. However the company has a successful history of developing the potential of younger fund managers and if you have less experience but exceptional performance we would welcome your application.

The company offers a fully competitive salary and benefits package as well as the opportunity to be a member of a successful and well established British company.

To apply please write with full CV to John Sears, John Sears & Associates, 2 Queen Anne's Gate Buildings, Dartmouth Street, London SW1H 9 BP. Tel: 071-222 7733/Fax: 071-222 3445.

**John Sears and Associates**  
Executive Search & Selection in Investment Management

A MEMBER OF THE **SMCL** GROUP

## COMMERCIAL LAWYER

To bring commercial vision as well as legal competence to the development of a substantial insurance operation

Up to £50,000, car + finance sector benefits

London

The growth of the regulatory framework under which insurance companies operate, and the potential impact of EEC requirements, creates both obligations and opportunities. Clear commercial advantage stands to be gained from astute product and business acquisitions, and from cooperative ventures. This company, long established in the UK, with current business based on a mix of commercial and personal products and profits pursued before market share, is determined to be in the van of such developments. This new job, which includes formal Company Secretarial responsibility, has been created to steer the executive management team (particularly the Chief Executive and Finance Director) through the legal implications of such growth and diversification. There is therefore a clear need for experience in mergers and acquisitions, a solid grasp of contractual issues and a genuine sensitivity to business development. We take a Law degree and legal qualifications for granted, but our best candidates will demonstrate the communication skills which will enable them to convey technical issues to non-technical colleagues. The maturity to operate easily with a peer group whose strength is based on long experience as well as pure ability is important, so we expect candidates to be around forty, and to have the inter-personal skill to optimise their professional strengths. Please send full career details, quoting reference WE 3145, to Dave Denny, Ward Executive Limited, 4-6 George Street, Richmond-upon-Thames, Surrey TW9 1JY.

**WARD EXECUTIVE LIMITED**  
Executive Search & Selection

## TOWNSLEY & CO

41 WORTH STREET LONDON EC2A 2JT  
TELEPHONE 071 377 6161 TELEX 888948 FAX 071 375 1380

MEMBER OF THE LONDON STOCK EXCHANGE  
MEMBER OF THE SECURITIES AND FUTURES AUTHORITY

This established independent city based stockbroker is expanding its private client department. Accordingly we are seeking individuals or teams with established client bases.

A range of research is available, as well as the Bloomberg and Datamstream systems. In addition to an efficient computerised back office.

Apply to Simon Jones, Head of the Private Client Department.

## IOSLIN ROWE

TEL: 071 638 5286 FAX: 071 382 9417

(IOSlin Rowe Associates Ltd Bell Court House 11 Blomfield Street London EC2M 4AY)  
A MEMBER OF THE BOURFIELD GROUP

### DEBT TRADER

Due to a growth in the volume of LDC Debt business, a leading US House is seeking to recruit a suitably senior and experienced dealer, aged 35, to join an active Emerging Markets team. Suitable candidates will possess approximately 5 years experience from within an LDC Debt trading environment, in particular having gained exposure to Latin America/Eastern Europe. The opportunity exists to head up the team.

**£70,000**

### ACCOUNT OFFICER

Prestigious City Bank seeks to appoint an Account Officer for its UK and/or International Corporate Finance group. The prime responsibility will be to market the Bank's lending and treasury services, encompassing the development of relationships and business opportunities, undertaking credit analysis and documentation. Excellent marketing skills required, with exposure to large corporates, along with a formal credit training. Graduate/ACIB preferred.

**£35,000**

### FUTURES AND OPTIONS SUPERVISOR

Leading Investment Bank seeks to recruit an experienced individual to manage a team responsible for the rigorous control of positions and cash balances held with an extensive range of brokers. Duties will cover the settlement of all exchange traded futures and options business, covering Europe, Far East and North America. A detailed knowledge of global exchanges is essential, along with a strong control orientation and proven team-management skills.

**£30,000**

### ECONOMIST

Leading Financial institution seeks a high calibre Economist to further strengthen its technical analysis function. With five to seven years exposure to the financial markets suitable candidates must be well versed in technical analysis techniques and possess excellent communication skills. The role will fully utilise your market knowledge (exposure to FX, cash and derivatives ideal) requiring the production of reports/publications, presentations and newswire updates.

**£45,000**

### SENIOR OPERATIONS MANAGER

A proven man-manager is sought by the leading US Investment House to manage the day to day operations of its three Agency groups. Candidates should possess several years experience within an Operations Group and will be expected to take a pro-active approach to developing and integrating PC systems. Additional duties will include procedural reviews and development training.

**£35,000**

### COUNTERPARTY CREDIT ANALYST

Prestigious International Bank currently seeks to appoint degree educated Counterparty Credit Analysts (aged 25-35) with a minimum of two years relevant experience. Working in the Fixed Income, Equity, FX, Commodities and Securities markets you will approve counterparties, establish trading limits and provide credit assessment of new issuers. Fluency in a second European language would be highly advantageous.

**£30,000**

## FINANCIAL TRAINING FOR SEA EXAMS

DAYTIME / EVENING CLASSES NEAR LIVERPOOL STREET STATION

COURSES FOR SECURITIES & FUTURES & OPTIONS REGISTERED REPRESENTATIVE

**THE ACADEMY OF FINANCIAL STUDIES**  
SUITE 312  
COPPERGATE HOUSE,  
16 BRUNE ST.  
LONDON E1 7NJ  
TELEPHONE 071 721 7876

## Gordon Brown

Senior Corporate Dealer to £60,000

A major International Bank currently has an opening for a Senior Corporate Salesperson to join its existing team. The incumbent is likely to be aged 30-35 and currently employed within a major institution in a multi-product (FX, M&M, O&S) sales role, ideally concentrating on developing UK Corporate accounts.

Senior Spot Cable Dealer to £80,000

A first class international bank currently seeks to recruit a senior spot cable dealer to complement their existing high calibre trading desk. The ideal candidate aged 27-32 will have gained a minimum of five years experience trading interbank to include at least two years on spot cable. In return the bank offers a first class opportunity with genuine career prospects for the suitable candidate.

Currency Options Sales to £40,000

A well regarded European bank currently has an opening for a specialist sales person in their derivatives area. The appointee aged 25-30 will ideally be of graduate calibre and possess at least eighteen months experience marketing currency options and advising on trading/hedging strategy.

Corporate Dealer to £40,000

Our client, a well regarded European bank, currently seeks to recruit an additional corporate dealer. Applications are invited from individuals aged 25-32 who possess at least two years experience developing a portfolio of UK corporate clients, together with a thorough knowledge of foreign exchange treasury and off balance sheet products.

For further details please contact Steve Cartwright either by telephone or in writing.

**GORDON BROWN & ASSOCIATES LTD RECRUITMENT CONSULTANTS**  
5th FLOOR, 2 LONDON WALL BUILDINGS, LONDON EC2M 4PP. TEL: 071-628 7601 FAX: 071-638 2738

مكتبة النور



# Global Derivatives Network

## Creation of a new swaps subsidiary in London

Our client is one of the world's largest financial institutions. It provides a wide range of services and products to its customers through a network that spans five continents. The focus of its treasury operation has been on product development and, as a result of the Bank's continuing expansion in the field of swaps and other fixed income derivatives, they now wish to establish a unit in London to complement

their existing operations in both New York and Asia. Therefore, they seek a trading and marketing team, along with a systems operations and administration function. This drive to create a global network provides a rare opportunity for high calibre individuals to join this specialist operation in a variety of roles. Suitable candidates will be expected to become an integral part of this highly motivated international team

### SENIOR SWAPS MARKETER

Suitable candidates will be responsible for the marketing of all derivative products generated by the global network to clients in the UK and Europe. An existing client base is required, but the role will also include the development and expansion of the distribution capability. Candidates will have a minimum of five years swaps marketing experience to the UK and/or Europe and proven client development skills. You should also have a strong academic background preferably in a mathematical discipline and exhibit a high degree of technical derivatives knowledge.

### SWAPS TRADER

The team will require a trader with an established record and reputation in both interest rate and currency swaps. Knowledge of other fixed income derivatives such as FRAs, ERAs, caps, floors, collars and swaptions would be desirable. The role will also encompass maintaining the global trading book, identifying trading opportunities and servicing customer enquiries. Candidates will have a minimum of three years swaps trading experience combined with a strong academic background preferably in a mathematical discipline. You should also exhibit a high degree of technical derivatives knowledge combined with an analytical and quantitative approach.

Candidates for all these positions should have the ability to work well within a team. Strong interpersonal and communication skills are prerequisites. Competitive remuneration is offered in accordance with the position and level of experience. It should be noted that individuals with an understanding of the legal and credit aspects of a swaps operation may also be required.

### OPERATIONS MANAGER

This role will incorporate the day to day management of operational reports and controls including liaison with the New York operations staff. Candidates, ideally degree educated, will have a minimum of five years practical settlements and operations experience at a senior level in the derivatives operations team of a major financial institution.

### FINANCIAL CONTROLLER

In conjunction with the operations manager, you will be responsible for all accounting controls for the unit. Probably professionally qualified, it is essential that you have approximately three years experience of treasury accounting, including exposure to derivative products and exhibit a high level of competence in accounting principles.

### SYSTEMS

Candidates should have the ability to manage derivative product systems and work with a minimum of supervision in order to maintain the network. You should have strong mathematical and computing skills combined with experience of utilising current techniques and software for risk management in the derivatives market. Knowledge of Unix work stations for local area networks is desirable.



Michael Page City

International Recruitment Consultants  
London Paris Amsterdam Brussels Düsseldorf Sydney

Individuals with the drive and ambition to make a success of this new London operation and who would like to be considered for the above positions should contact Kay Overden either by telephone on 071 831 2000, fax on 071 405 9649 or write enclosing a full curriculum vitae, referencing the position that is of interest, to Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.

## Fund Management

### MBAs/Business Graduates/Post Graduates London £40,000 Package

Our client is a leading ERISA fund manager which provides an extensive range of passive fund management products to its broad range of US pension fund clients. An opportunity has arisen for a mature MBA/business graduate to join the firm to train as a portfolio manager.

Candidates should be graduates in an economics/business related discipline or MBAs. However, individuals with a degree in maths/science may also be considered. Ideally you will have a sound understanding of economics and at least a theoretical understanding of equity markets preferably combined with hands-on

experience in a financial environment. Naturally quick to learn, you should be both flexible and adaptable to gain the most from the training provided. A high level of interpersonal skills are as essential as mathematical skills and computer literacy.

This is an excellent opportunity for an individual to make a first move into fund management. If you wish to be considered for the role please write to Paul Wilson, explaining how you fit the profile, enclosing a curriculum vitae to him at

Michael Page City, Page House,  
39-41 Parker Street, London  
WC2B 5LH.



Michael Page City  
International Recruitment Consultants  
London Paris Amsterdam Brussels Düsseldorf Sydney

## Compliance Manager

### London

Our client, a leading U.S. investment firm with a global presence, is now seeking to recruit a Compliance Manager to join its Equity Compliance team. The firm is at the forefront of financial innovation and has a worldwide reputation in the equities market and their related derivatives.

The successful candidate will report to the Equity Compliance Manager and will primarily assist the Equity Division in compliance with U.K. and European legislation, SFA and exchange rules and applicable EEC and overseas legal requirements. The Equities business comprises sales, trading and new issue activity across a wide range of products including cash, derivatives, convertibles and warrants, for a range of clients including private client business.

The position will be particularly attractive to individuals of graduate calibre, possibly with a professional qualification. Candidates must have a proven track record in the compliance area or within a related regulatory environment. A good working knowledge of SFA and exchange rules is essential. Personal qualities include the strength of character and flexibility required to deal with a demanding environment.

Interested applicants should contact Anna Williams on 071 831 2000 or write to her including a full curriculum vitae and details of their current salary package at Michael Page City, Page House, 39-41 Parker Street, London WC2B 5LH.



Michael Page City  
International Recruitment Consultants  
London Paris Amsterdam Brussels Düsseldorf Sydney

## QUANTITATIVE FUND MANAGER

A role calling for technical expertise  
matched by natural presentation skills

Excellent banking package + car - London

Our client is a highly regarded fund management company dedicated to the provision of advanced quantitative management techniques to institutional clients. Their success has been based on long-term performance and a high level of client service.

A position exists for a Quantitative Fund Manager who will manage key portfolios, be involved in research and play a front-line sales and marketing role. It is an exciting opportunity for a graduate quantitative fund manager with around five years' experience in UK equities.

Your technical expertise must be complemented by excellent communication skills and a natural talent for presenting complex ideas to non-specialists.

Are you ready to channel your knowledge and your expertise into a more stimulating and promising environment? If so, please write with a full cv, stating any companies to which your application should not be sent, to: T G West, Managing Director, Confidential Reply Handling Service, Ref: 664, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

ASSOCIATES IN ADVERTISING

## FREUD LEMOS LIMITED

The firm, an SFA member, specialises in the provision of advice on financial strategy and the placement of debt securities. It welcomes applications from persons who have produced work of excellent quality and who have confidence in their independent ability to achieve results. It offers a stimulating environment, unhindered by the departmental divisions of larger organisations, for the development of new ideas as well as the opportunity to contribute significantly in the service of a distinguished and expanding client list.

Interested persons may write to David Freud or George Lemos at  
36 Great James Street, London WC1N 3HB.

Their confidence will be strictly respected.



## RIYAD BANK

### OPPORTUNITIES IN SAUDI ARABIA FOR COMPUTER AUDITORS

RIYAD BANK, one of the largest and most prominent banks in the Middle East with a network of over 170 branches in Saudi Arabia, has embarked on a new strategic system plan to enhance the Bank's competitive position. This exciting and challenging activity will see the introduction of several advanced software banking packages. Pro-active audit of the installation, implementation, conversion and testing is essential to reliance on operation of controls in these systems. Applications from candidates who exceed the minimum requirements below will be welcomed.

#### COMPUTER AUDITORS

Minimum Requirements:

- Degree of professional level education (may be waived for exceptional candidates)
- 4 years experience in Banking Applications
- 2 Years in Computer Auditing
- Good computer technical background

In addition to inspecting new banking packages, the range of duties for this position includes auditing and reporting on security and control deficiencies in existing Banking applications, installation reviews, networks, LANs, and electronic banking products.

This position includes the following:

- Competitive Base Salary
- Married Status - furnished western style accommodation
- Transportation Allowance
- One Month Annual leave
- Annual round trip airfare for employee and family
- Medical care and other benefits, by Banking policy.

Qualified candidates please respond to: Box A4754,  
Financial Times, One Southwark Bridge, London SE1 9HL.

### EUROPEAN SALES MANAGER

U.S. manufacturer of centrifuge replacement parts, seeks individual who will be responsible to work with existing sales agents, develop new agents and direct sales, primarily to processing plants in Europe. This individual must have solid background in industrial sales throughout Europe. Multi-lingual (German and English) and currently residing in Central Europe. Sales management and technical education desirable.

Write to Box A4960, Financial Times,  
One Southwark Bridge, London SE1 9HL.

## Portfolio Manager Private Clients

Julius Baer Investments Ltd. is the UK investment management subsidiary of a long established and respected Swiss banking organisation.

An opportunity has now arisen for an experienced private client portfolio manager whose role will be to provide a high quality service to wealthy UK and international private clients. Ideally, you will be a self-starter with an established track record at a recognised institution. You will also have the personal drive and range of contacts to grow a substantial client base. Language abilities, while desirable, are not an essential requirement.

The remuneration and benefits package will be commensurate with the ability and quality of the successful candidate.

If you are interested please write in confidence enclosing a full curriculum vitae to:

Mr. Jonathan C. Minter, Managing Director  
Julius Baer Investments Ltd.,  
Bevis Marks House, Bevis Marks, London EC3A 7NE

JB&B

BANK JULIUS BAER

For the Fine Art of Swiss Banking

## arbitrage fund management

A brand - new \$50 million arbitrage fund adviser based in the UK seeks trading & support staff. Equitable House Investments Ltd, led by Dr. M Desmond Fitzgerald, will act as sole trading adviser to two new US-based arbitrage partnerships in association with a major US arbitrage group.

Equitable House will be active in all areas of arbitrage trading, concentrating on relative volatility trading in fixed interest, equity and commodity derivatives.

It is looking for the following staff, with wide derivatives/cash market experience. Salaries are competitive. Prospects for performance-based remuneration are excellent:

### Traders and Support Staff

Senior Traders: Experience needed of structuring and dealing arbitrage products, exchange-traded and OTC instruments, including exotics.

Traders: Must have experience of exchange and OTC execution, pricing, and knowledge of a wide range of markets - fixed income, equities and commodities. Knowledge of Repo markets an advantage.

Research: One head of research/one researcher required with experience of arbitrage/quants trading techniques.

Administration: One manager responsible for the middle office plus clearing and settlements staff.

Please reply with full career details to:

Aileen Mather  
Unique Consultants  
1 Greenhill Rents London EC1M 6BN



## THE PENINSULA HONG KONG



The Peninsula Hong Kong, one of the world's

most renowned hotels is currently seeking a

### DIRECTOR OF MARKETING.

The successful candidate will direct all areas of the marketing operation including sales and public relations at a time when The Peninsula is preparing to enter an exciting and challenging new chapter in its legendary history with the opening of a thirty-storey extension in Spring 1994.

Those interested in a once in a lifetime opportunity should write to:

Mr. Felix M. Bieger  
General Manager  
The Peninsula,  
Salisbury Road,  
Kowloon, Hong Kong.



One of the world's leading hotels

## FUND MANAGER JAPANESE EQUITIES

Permanent position  
Montréal

Salary + Bonus  
+ Benefits  
+ Relocation Assistance

### Largest Canadian Institutional Investor

The Caisse de dépôt et placement du Québec manages assets totalling more than CA \$41 billion (£22 billion), including the largest equities portfolio in Canada. It uses a variety of financial instruments: bonds, shares and convertible securities, mortgages, real estate, short-term securities and synthetic and derivative products. It is located in Montréal, a first-class financial centre.

Reporting directly to the Vice-President - International Stock Markets, the Fund Manager shall be responsible for setting up and managing the in-house Japanese/Asian equities portfolio and shall also participate in the global asset allocation of international equities.



demonstrate strong skills in financial analysis. A working knowledge of French is also required upon hiring or may be acquired within a reasonable period thereafter.

The successful candidate shall possess a university degree, preferably in Finance, with a minimum of five years experience in Japanese/Asian equities, two of which as a fund manager. This person should

In addition to the basic salary, competitive pension and insurance plans are offered as well as a bonus program based on portfolio performance. Travelling expenses during the selection process as well as certain relocation expenses upon hiring shall be paid by the Caisse.

Applicants interested in taking up this challenge should forward their CV in confidence to:

Direction des ressources humaines  
Caisse de dépôt et placement du Québec  
1981, avenue McGill College  
Montréal (Québec) Canada H3A 3C7  
We offer equal employment opportunities.

## \*AUSTRALIA\* CHIEF EXECUTIVE OFFICER CHIEF ANALYST Productivity Improvement Consultancy

Our client has become the world leader in Productivity Improvement Consultancy by applying the highest standards of quality to its approach to the management of projects and in the sales and marketing of its services. The success of the organisation in Europe, The Americas, The Far East, and recently Australia, has led to the need to strengthen some aspects of its Senior Management.

In order to build on its potential in the Australian market, they now wish to appoint a Chief Executive Officer and a Chief Analyst.

The CEO will have a proven track record in management and sales and marketing. He or she will be instrumental in the setting, and achievement of rigorous targets and will have overall responsibility for Australia and New Zealand. This is an ideal position for a proven sales executive or senior manager in the industry who wishes to further their career.

(REF: CEO/AUS/0593)

The Chief Analyst will have had considerable experience in Productivity Improvement Consultancy and must demonstrate a high level of success in conducting analyses and securing projects. A dynamic and strong individual, you will be looking for exceptional prospects and outstanding earnings potential.

(REF: CA/AUS/0593)

Successful candidates will receive extensive training in the US and Europe.

Our client will only employ the very best and rewards success accordingly.

All applications will be dealt with in the strictest confidence. Please send a detailed curriculum vitae, quoting the relevant reference number on the envelope and CV, to the attention of the Director of Recruitment,

Litchfield Associates N.V.  
Halverweg 3, 2402 NK Alphen a/d Rijn  
Netherlands. Fax: (31) 1720 30526

## FINANCIAL MARKET ANALYSIS & SALES Property Sector Specialist

An opportunity to develop an  
exciting career in investment banking

Excellent banking package . City-based

Our client is the investment banking arm of a major financial services group. Its young property investment team is regarded as one of the best and most competitive in the city. They recognise the opportunities offered by the sector and are looking for an additional member to provide vital support to the team. You will have an extremely wide-ranging brief: researching, analysing and recommending property investment opportunities to both external clients and internal traders. Our client is not necessarily looking for an expert in property investment. They see this as a development opportunity for someone who is skilled in information sourcing, research and analysis, who can interpret financial reports and accounts, making appropriate recommendations. This

experience could have been gained in corporate finance, a management consultancy or accountancy practice. Of course, any specific experience of the property sector would be an advantage. As you will be liaising directly with external clients and also the trading floor you should be a confident, outgoing personality with excellent communication skills and the potential to take on sales & marketing as part of your role. If you have a flexible approach to your work and could tackle a steep learning curve, please write with a full CV, stating any companies to which your application should not be sent, to: T G West, Managing Director, Confidential Reply Handling Service, Ref: 677, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

ASSOCIATES IN ADVERTISING



## RIYAD BANK SAUDI ARABIA

RIYAD BANK is Saudi Arabia's most prominent bank with 170 branches and offices in the UK and the USA.

The Bank has recently embarked on a unique and comprehensive Automation program, putting into place state of the art technical systems. Qualified professionals with an interest in participating in and making a positive contribution towards the development of this 'greenfield' program are invited to apply for the following position.

### RISK MANAGER

REF: RMI

Major technological changes are planned within the International Banking division, resulting in the most sophisticated and technically integrated systems being implemented. This is a key position for the Bank and will be reflected by a highly attractive taxfree salary and benefits package.

#### RESPONSIBILITIES:

- To analyse and enhance the Bank's existing approach towards Risk Management within the areas of Credit, Interest Rate, Foreign Exchange and Liquidity.
- Identify new areas of Risk within specific product portfolios and business strategies within Treasury/International Banking.
- Analyse the new technical system providing Risk Management capabilities and subsequent development of user specifications for the system.
- Develop Risk Management processes and procedures

#### POSITION REQUIREMENTS:

- University degree, preferably in finance.
- Extensive experience of Capital Markets and Treasury products together with associated risks.
- Experience of systematically controlling associated risks both at the front office and back office including setting up the system for counterparty, credit lines and position keeping for dealers operating in a real-time environment.
- Comprehensive knowledge of regulatory controls and trends within International Capital Markets/Treasury that impact Risk Management. This includes Credit Risk associated with derivative products, BIS guidelines and counterparty Risk weighting, netting arrangements and impact on counterparty credit lines.

Riyad Bank offers a competitive compensation package consisting of taxfree salary, medical plan, furnished western style accommodation, Transportation allowance, annual round trip airfare for employee and family.

Interested candidates should direct CVs quoting reference number and including current compensation to the following address.

Box No A4776, Financial Times,  
One Southwark Bridge, London SE1 9HL

## Nations Bank

### ASSISTANT FUND MANAGER

London based

Salary package  
negotiable

NationsBank Europe Limited, the London subsidiary of NationsBank, the fourth largest bank in the United States, seeks an Assistant to join the London Fund Management Team. Working in conjunction with the U.S. Managers and Analysts the successful applicant would cover U.S. & U.K. markets and expand coverage of emerging markets in Latin America.

Applicants in their mid-20s, educated to degree standard, with at least 3 years experience in U.S. or U.K. Equity analysis should apply, in confidence, enclosing a full C.V. indicating current salary to - Valerie J. Peachey, Personnel Manager, NationsBank Europe Limited, 14 Moorfields Highwalk, London, EC2Y 9DS.

## THE HOUSING FINANCE CORPORATION LIMITED

### BUSINESS DEVELOPMENT MANAGER

THE HOUSING FINANCE CORPORATION is the leading vehicle raising housing association loan finance in the capital markets. Established in November 1987, it now has a £438M portfolio of loans to 80 registered housing associations.

A further member of the senior management team is required to develop, promote and manage new business with housing association clients.

You will need: - excellent presentational skills  
- ability to work as part of a small team  
- understanding of capital markets  
- knowledge of social housing  
- the ability to co-ordinate complex transactions

Salary: - £35-40,000 subject to negotiation

Write with full CV in confidence to Barbara Ainger, General Manager, T.H.F.C., 37 Sun Street, London EC2M 2PY; or telephone 071-377 2123 for further details.

Closing date Friday 7th May, 1993.

## Corporate and Forward Foreign Exchange Dealers

A leading Scandinavian bank in London, wishing to expand its presence in the FX market, seeks to recruit experienced dealers:

### Corporate FX Dealer

Candidates should have 2-3 years' experience in trading/marketing FX and ideally be aged between 25-35.

### Forward FX Trader

To join a small team making markets in Nordic/Scandinavian currencies. Candidates should have traded these currencies in a minor capacity and be ready to take on new responsibilities.

Applicants should be fluent in at least one Nordic language as well as English. The salary and benefits package is designed to attract and reward the best. Assistance with relocation expenses will be given to candidates from outside the U.K.

For more details please write with full C.V. and current package to:  
Box No. A4921, Financial Times,  
Number One, Southwark Bridge, London SE1 9HL.

## EMERGING MARKETS SALES - REMUNERATION: EXCEPTIONAL

Our client is an established Fixed-Income house with blue chip European institutional shareholders, and has offices in London, New York and Zurich. The firm's success has been founded upon its ability to attract experienced, high-producing sales staff, keen to service their institutional clients in a highly professional and competitive environment. The firm is now in a position to expand its Emerging Markets team. We would therefore be interested in hearing from individuals wishing to enhance their careers within a firm which can offer exceptional remuneration packages to motivated sales people with a personal client base.

The ideal incumbent will be educated to degree level and must have a strong credit analysis/marketing background gained from within the Emerging Markets area. Fluency in at least one European language and exposure to the Middle East would be a distinct advantage. First class interpersonal skills, self motivation and a proven track record of success are prerequisites.

In the first instance please submit your C.V. to John Harrison at  
Emerging Markets Search and Selection  
2-9 Masons Avenue London EC2N 5BT  
or call on 071-600-4744 (Fax 071-600-4717)

مكتبة التحويل



## FOREIGN EXCHANGE OPPORTUNITY

Scandinavia/Germany

Excellent salary and banking benefits - London base

Our client, a prestigious US financial services firm, is seeking an internationally experienced professional to develop its foreign exchange customer franchise in Scandinavia and German-speaking EC and EFTA countries.

You must hold a good finance degree, preferably from a major Scandinavian institution. You will have recent, relevant hands-on experience of an array of financial services with emphasis on selling Foreign Exchange related products in Scandinavia and German-speaking countries.

As part of a firm-wide globalisation strategy, you will play a critical part in developing and executing our client's Foreign Exchange business, including providing its international client base with expert analysis and sophisticated advice on hedging the currency risk intrinsic to cross-border investment.

Your proven high level of expertise in currency options will enable you to meet an especially high demand for exchange risk management strategies involving the use of derivative products. Experience in preparation and execution of strategy presentations to an

international client base, at senior management level, is a pre-requisite.

Customer development will form a key element of this role and you must demonstrate an existing corporate and institutional client base, particularly in Scandinavia.

Candidates must have a high energy level, be able to cope in a highly pressurised environment and have proven interpersonal skills.

Total fluency (both written and spoken) in English, a Scandinavian language (preferably Swedish) and German is essential.

Preference will be shown to candidates who demonstrate a combination of the pre-requisite business, language and cultural skills.

The rewards package and career development prospects are excellent.

To apply, please write with a full CV, stating any companies to which your application should not be sent, to T.L. Roberts, Director, Confidential Reply Handling Service, Ref 675, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

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## Account Officer

Media and Communications Group

Canadian Imperial Bank of Commerce is one of the largest North American Banks and operates in many of the world's major financial centres across a range of activities. An excellent opportunity has arisen for a Corporate Banker to join our Media and Communications Group based at our European Head Office at London Bridge. CIBC is a market leader in these dynamic industries in both North America and the UK. Media and Communications is a fast growing core business of the bank.

Reporting directly to the Unit Head, the successful candidate will be responsible for marketing to and managing relationships in the publishing, broadcasting, cable and communications sectors. Working with other team members he/she will also be involved in projects related to these industry sectors.

Applicants must have strong business development, analytical and technical skills, together with at least three years' experience of account management at a high quality financial institution. Good credit judgement and the ability to work effectively in a team environment are essential. Relevant experience in dealing with media and communications companies, as well as European language ability, would be an advantage, but not pre-requisites.

CIBC offers a full competitive remuneration package, including normal banking benefits. Please send a full C.V., together with details of your current package, to the Recruitment Manager, Human Resources Department, Canadian Imperial Bank of Commerce, Cottons Centre, Cottons Lane, London SE1 2QL.



Canadian Imperial Bank of Commerce

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Please reply in confidence with a detailed Curriculum Vitae to:

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Zentrale/Ausland  
Jürgen-Ponto-Platz 1  
6000 Frankfurt am Main 11

Dresdner Bank

## PRIVATE CLIENT

### FUND

### MANAGEMENT



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Interested candidates should apply, in the first instance, in writing to:

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You should hold an MBA or equivalent, benefit from several years experience and have a high degree of analytical and communicational skills.

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N - 0114 OSLO

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## SECURITISATION OPPORTUNITY

Senior Position

Excellent salary and banking package - London base

Our client, a prestigious US global financial services firm, is seeking a senior internationally experienced professional to develop its European securitisation business.

You must hold a relevant Master's degree from a leading business school, together with a good primary degree in finance. You will have extensive experience of an array of financial services with emphasis on mortgage and asset backed securities finance.

By definition, this position requires at least three years' experience in asset-backed security structuring and design, investor marketing, client coverage, rating agency negotiations, new product development, research and systems design. You must demonstrate proven expertise in statistics and fixed income mathematics, together with an excellent working knowledge of the capital markets, including the government, corporate, money market, mortgage securities and asset-backed markets. Familiarity with fixed income derivatives together with substantial experience in the securitisation of fixed and floating rate

mortgages, trade receivables, equipment, leases and credit receivables is also required.

The responsibilities require extensive knowledge of rating agency requirements, credit evaluation and underwriting disclosure. Experience with APL and mainframe, workstation and microcomputer environments is a pre-requisite.

You will also play a crucial role in investor marketing, using your background in fixed income securities and portfolio analysis to advise institutional investors in credit and cash flow performance evaluation.

Candidates must have a high energy level, be able to cope in a highly pressurised environment and have proven interpersonal skills.

Please write with your CV, stating any company to which your application should not be sent, to: T.L. Roberts, Director, Confidential Reply Handling Service, Ref 676, Associates in Advertising, 5 St John's Lane, London EC1M 4BH.

ASSOCIATES IN ADVERTISING

## FUND MANAGEMENT

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ASSOCIATES IN ADVERTISING

## SENIOR FUND MANAGER

Madrid

Our client is an internationally well-known and established Madrid based management company, one of Spain's leading investment houses.

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Applications enclosing a CV should be addressed to:

Mrs Louise George  
Printed Forms Equipment Limited  
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Oakwood Hill  
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## ACCOUNTANCY COLUMN

### Branding debate results in more hot air than consensus

**Andrew Jack reports on moves by the Accounting Standards Board to issue new guidance on goodwill and intangibles**

WHEN senior executives at Hoover last year launched a high-profile campaign to offer free flights to the US in exchange for their vacuum cleaners, they may have hoped to change the image of their brand. If so, the aim was successful - except that the image went down instead of up.

Angry customers unable to fight through the small-print and claim their tickets besieged the switchboards. Three top UK executives were branded with blame and forced to leave the company. A name so carefully cultivated since 1908 that it had become an accepted part of the English language was damaged almost overnight.

When Philip Morris decided to cut the price of Marlboro cigarettes earlier this month, it sent a frisson through companies with branded goods everywhere. The world's most valuable brand - worth \$10bn according to a recent estimate and supported by an annual \$100m marketing expenditure in the US alone - seemed under threat.

Events such as these are causing new attention to be given to the subject of brands and their valuation, just at a time when British business is holding its breath in anticipation of new guidance from the Accounting Standards Board (ASB).

It is a topic which demands attention, as a growing number of companies face the issue of how to report acquisitions and investments in their accounts, and while there is little regulation of the existing position.

The annual survey of accounts by the Institute of Chartered Accountants in England and Wales in 1990-91 showed just 2 per cent of all companies and 6 per cent of large listed companies had brands on their bal-

ance sheets. The figures in the 1992-93 edition have risen to 15 per cent and 30 per cent respectively.

These proportions might have been considerably higher had not acquisition activity dropped off sharply as the heat of the 1980s was doused by the cold shower of recession and the end of the bull market.

Now at last, after considerable delay, it looks as though the ASB is poised to deliver a missive. The latest timetable suggests delivery of a discussion draft by late summer or early autumn this year.

The focus will not be on intangible assets and brands in general, but on accounting for goodwill - the difference between the purchase price of an acquired company and the value of its net assets.

As a paper sponsored by the ASB from five academics at Manchester University last year argued, goodwill includes three separate elements: the fair value of separately identifiable intangible assets; the present value of benefits such as market imperfections; and over- or under-payment.

The new paper is likely to argue that there are three ways to deal with goodwill: to write it off over a fixed period, set it against reserves, or keep it in the balance sheet while it maintains its value.

Current thinking seems to be that the ASB is willing to accept retention of goodwill in the balance sheet as long as it is satisfied that any diminution in values can be reliably tested. This question of robustness is the problem.

The ASB is likely to recommend

adoption of the technique generally used by industry - based on projections of future cash flow. This must be verified by regularly comparing actual cash flow against that originally predicted at the time of the acquisition of an asset.

This approach is currently being "field tested" with a number of companies to see whether it can work in practice.

One is Reed International. Mr Nigel Stapleton, finance director, says: "We think it is perfectly feasible. We have been undertaking [brand valuations] for four or five years."

But opinion is strongly divided - not least among members of the ASB itself. A recent report on brands\* highlighted both the variety of existing treatments of intangible assets in countries around the world and the split of expert views.

Mr Art Wyatt, a partner with Arthur Andersen and former chairman of the International Accounting Standards Committee, warned that no transaction exists to trigger recognition of brands and other intangibles, and no exchange transaction takes place to validate their measurement. He questions whether "the financial community is ready for reflection of undisciplined entries for non-events".

Mr Dennis Beresford, chairman of the US Financial Accounting Standards Board, says brand accounting is "a squall in a large storm" affecting the growing use of "soft" assets which will increasingly challenge the traditional view of the balance sheet as

simply "a repository of transaction-based hard assets and firm liabilities".

Mr Peter Cartmell, finance director at Cadbury Schweppes, said his company decided to introduce brand valuations in its 1989 accounts after some significant acquisitions for three reasons: the value of their brands was increasing and would not be appreciated by less sophisticated investors; Stock Exchange regulations were relying purely on audited accounts rather than any underlying reflection of company value shown by the share price; and lower shareholders' funds would lead to a lower credit-rating, higher financing costs and more onerous borrowing procedures.

A journal article published last winter by Christopher Napier and Michael Power from the London School of Economics poured scorn on claims in a 1992 report from Arthur Andersen - sponsored by companies which include brands in their balance sheets - that a consensus was growing on valuation.

The academics argued that the Andersen report was as much about marketing and defending the firm's own valuation techniques as about assessing the true level of consensus.

But while the theoretical debate goes on, the reality is that companies are developing and using a wide range of brand valuation techniques. Mr Michael Birkin, group chief executive of Interbrand, one of the leading brand consultancies, says that virtually all branded-goods businesses use valuation techniques for internal purposes.

While many companies have held

back from reporting brand values in their accounts, they use valuations for activities including internal brand management, mergers and acquisitions, tax planning and litigation work.

Mr Birkin stresses that the Hoover and Marlboro incidents do not suggest that putting values on brands in company accounts is pointless, but rather show the need for regular revaluations.

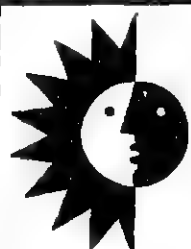
The question is how far accountancy decides to catch up with reality. Nigel Stapleton warns that any valuation techniques developed by the ASB should not depart too far from the way businesses value brands for their own purposes.

But while the ASB focuses on acquired goodwill, pressure will continue to mount on the subject of internally-generated intangibles. These include not only brands, but equally even less measurable assets such as the value of staff.

Even the academic study sponsored by the ASB recommended that internally-generated intangibles should be valued as well as those which were acquired, to ensure consistency. The ASB's own attack on the balance sheet and its definition of assets in the statement of principles appears to argue in this direction.

But personally, Mr David Tweedie, chairman of the ASB, shares Art Wyatt's scepticism on the subject. "Their measurement is not reliable enough," he says. "There has been no market transaction to prove their worth. I think one day we will consider the subject, but it may be a long way off."

\*Accounting for brands. Kato Communications. Financial Times Business Information, London. (2222)



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If you are interested in becoming part of the Meridian team, then please send your CV, with a covering letter, to Fiona Makowski, Meridian Broadcasting, Television Centre, Southampton, SO2 0TA to arrive no later than Thursday 29 April 1993.

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## Finance Director

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The international spread of our client's business, the excellent working environment and a valuable benefits package all ensure that this is a most attractive career opportunity for an ambitious individual.

To be considered please send your CV together with an explanation of how you believe you meet the criteria for this position and include details of current salary to Nicolas Mablin, quoting ref NMA442, at Ernst & Young Corporate Resources, Rolls House, 7 Rolls Buildings, Fetter Lane, London EC4A 3NF.

**ERNST & YOUNG**



INTERNATIONAL

AGE 30-40 YEARS

Pizza Hut International, a major operating Division of PepsiCo, is seeking to recruit a high calibre Finance individual for their Europe, Africa and Middle East business.

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The successful candidate will be able to manage both short term tactical and strategic issues arising from these new start up and acquisition initiatives ensuring that the financial controls and reporting meet the rigorous PepsiCo standards.

Reporting directly to the Senior Director of Finance in the United States the position has close interaction with two Regional Senior Vice Presidents, Country Managers and local Finance teams.

The qualifications for this job are demanding. You will be a graduate, qualified accountant with at least five years work experience in an international business environment. Knowledge of US GAAP and a second European language are essential as is the flexibility to undertake extensive travel. You will also have an impressive track record of implementing change, managing and developing teams and achieving results under pressure.

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Regional Finance Director positions within Pizza Hut International and, of course, the opportunities within PepsiCo are second to none.

If you are interested in this opportunity, please contact Giles Daubeney or Ken Brotherton (UK 71 979 3333) or alternatively send your resume to the following address: Robert Walters Associates, 25 Bedford Street, London WC2E 9HP, United Kingdom.

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FINANCIAL SEARCH & SELECTION SPECIALISTS

## DEPUTY GROUP MANAGEMENT ACCOUNTANT

Our client, a substantial quoted plc, has continued to make good progress during the recession, as a result of its geographic spread and strong position in growing markets.

As part of recent organisational changes, to enable its management team to be better prepared to handle future growth, it is now seeking to strengthen the Group Management Accounting function.

Reporting to the Group Management Accountant your main responsibilities will include:

- Consolidation of monthly management accounts and cashflow forecasts, with supporting analysis
- Production of quarterly forecasts and budgets
- Enhancement of the management accounts systems
- Acting as Systems Administrator for Group Finance systems, including liaison with Group Systems personnel, controlling documentation and staff training.

In order to be able to undertake these responsibilities you must be able to demonstrate that you are:

- A graduate, qualified accountant with an excellent track record to date.
- Confident enough to make judgements based on incomplete information and to feel at ease when dealing with senior management.

Most likely aged 25-28, you should be able to clearly show why you are seeking a Group rather than Operational level role, at this stage in your career, and have had some experience of the consolidation process.

Interested individuals should send their CV, together with details of their current salary, to Shirley Knight BA MBA ACMA at FMS, 5 Bream's Buildings, Chancery Lane, London EC4A 1DY or call her on 071 405 4161.

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LONDON

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The successful candidate, a chartered accountant, will be assured, assertive and possess a sound track record over five to ten years POE either within the profession or embracing an initial move into commerce. Career prospects for an ambitious, motivated individual with a strong set of interpersonal skills are excellent. Interested candidates should send their CV, in confidence, to James Forte at the address below, quoting reference 9396, day and home telephone numbers and remuneration details.

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مكتبة النور



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Package to £55,000

... reporting to the Head of Audit, you will participate in long and short term planning of the department's workload and development. You will advise, supervise and support Team Leaders in fulfilling their function and provide guidance in defining the scope of their tasks and in the allocation of team resources.

Age range - 30 to 40 with several years' experience in a Team Leader role or equivalent - preferably with a multi-national corporation. Ref 16655

### Team Leader

Package to £40,000

... to apply sound business and accounting skills in evaluating current audit practices to ensure Group standards are applied and maintained. In addition, you will identify operational problems and provide solutions to improve profitability whilst monitoring the measures taken to protect Group assets.

Age range - late 20s to early 30s with a minimum of two years' post qualification experience of international audit. Ref 16645

For both roles, you will have a persuasive yet tactful manner and possess the consultative skills to make a real impact on the Group's business worldwide. A second language - German or French - is an essential requirement. The posts will call for extensive foreign travel.

Salaries are for discussion and the comprehensive benefits packages include generous relocation assistance.

Please write with full career details - in confidence - to A L Brown, MSL Group Limited, Ebor Court, Westgate, Leeds, LS1 4ND, quoting the appropriate Reference Number.

MSL International  
CONSULTANTS IN SEARCH AND SELECTION

## Financial Controller

Food Manufacturing

Midlands

c.£35,000 + Car

A highly successful and rapidly expanding international company, our client is currently looking for a talented professional to help manage their growth. Success has been achieved both organically and by acquisition and our client is now a highly respected and significant player in the food manufacturing industry.

This new position carries responsibility for the financial control of a major business unit within the Group which has a turnover in excess of £100m and around 1000 employees.

A member of the senior management team, you will report directly to the Managing Director. In addition, supported by your team, you will oversee the financial management of other UK operations.

To succeed you will need to be fully qualified with an excellent track record in manufacturing; any experience in food manufacturing would be a distinct advantage.

For someone with the right experience, and the necessary commercial acumen to make a large impact on an already successful business, this is an excellent opportunity offering an attractive salary and benefits package and first-class career opportunities.

In the first instance please write in confidence with full career details to Alan Taylor, quoting ref A43670, MSL Group Limited, 32 Aybrook Street, London W1M 3JL.

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## CHIEF ACCOUNTANT

£32,100-£36,200+car+benefits (possible PRP) - Based in Tunbridge Wells

This major provider of social housing has a growing annual income of £17.5m, credit lines of £120m, and now needs a qualified Chief Accountant with exceptional technical skills. Candidates should have a minimum of 5 years post qualification experience and must demonstrate the ability to lead an Accounts Department of nine.

Responsible for a full range of professional services from Annual and Management Accounts to budgets and the management of cash collection, you will be an energetic professional who can deliver to deadline, whatever the pressures. The organisation is pro-active and commercial in style and has a growing reputation for excellence in its social business sector.

Reporting to the Finance Director, your sound grasp of technical detail must be supported by a broad understanding of corporate

issues, an open style of communication and previous exposure to the services sector.

For further information and an application form, please call our Answerphone on 0892 514614, Ext. 1721.

Closing Date for applications is Thursday 8th May, and interviews will be held during week commencing 10th May.

The Association is striving to become an Equal Opportunities Employer.

High Weald Housing Association Ltd

Monson Way

Tunbridge Wells

Kent TN11 1LQ



Tel: 0892 514614

## Accountancy Personnel

MANAGER - INTERNAL AUDIT AND CONSULTANCY

Yorkshire base

International travel

££30,000 + car

Our client, a substantial international plc is the World's foremost organisation in its sector. This market-driven group manufactures and distributes products for use in a broad spectrum of industries.

This new position has been created to promote best management practices throughout worldwide operations. The manager will take responsibility for a small team and will develop/implement a comprehensive operational audit/consultancy programme.

The person appointed will liaise with senior decision makers at main board and subsidiary levels, and will establish the internal Audit/Consultancy function as a high profile management resource.

Travel will incorporate locations in Europe, North America and the Far East.

This is a superb opportunity to contribute to the success of a well managed, progressive organisation. A good understanding of management in operating businesses is essential. Candidates should be qualified Accountants with several years post qualification experience including internal audit within industry/commerce.

To apply, please write in confidence enclosing your CV, or telephone for an initial discussion. Ref: JW F17306.

Accountancy Personnel, 9 East Parade, Leeds LS1 2AL. Telephone (0532) 468363.

## SENIOR MANAGER

Corporate Reorganisation

London

To £60,000

Touche Ross has gained a high reputation through the provision of expert advice and assistance to Banks and other financial institutions with regard to problem lending and to companies with financial difficulties. We have been involved in many high quality restructuring assignments, such as Brent Walker, and major insolvency appointments including Polly Peck International, BCCI and the Berkertex Group.

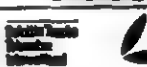
We have recently launched our Reorganisation Services Group (RSG). This is a multi-disciplinary group which will concentrate, post recession, on major restructuring assignments. We now need another experienced manager for this rapidly developing area of our work. The role will involve acting as Lead Manager on RSG assignments, planning and implementing marketing initiatives and co-ordinating the work of other members of the RSG team, who are drawn from a variety of backgrounds.

For this excellent career opportunity you will ideally be a Chartered Accountant, trained with a large firm, with proven experience in investigations, insolvency and corporate finance advisory work. You will be ambitious, highly motivated with strong analytical and interpersonal skills and well developed commercial awareness.

We have a progressive career structure which we will be pleased to discuss with you.

For further details please telephone or write to Bernadette Breen, Personnel Manager, at the address below.

Touche  
Ross



CHARTERED ACCOUNTANTS

Friary Court, 85 Crutched Friars,  
London EC3N 2NP. Telephone: 071 936 3000.

## Finance Director

Consider the following. A highly respected, long established PLC; turnover in excess of £100m; quality brands and 400 retail outlets, and a strong, asset rich, balance sheet. From this position of strength the Board are determined to manage aggressively their next phase of growth.

This key new appointment reports to the Group Managing Director. Fundamental to success is the ability to source funds; evaluate acquisition options, and identify and implement asset development initiatives. Naturally, this includes management of relations with a broad array of financial institutions; responsibility for all business planning and financial systems and the direction of a team of established professionals.

Your profile demonstrates a consistent ability to add value. Already at Board level, you have proven business development skills. Your network with the City is well established, and your deal making skills have been tested ideally in a retail/brand orientated setting. A professional qualification together with excellent analytical and technical skills are pre-requisites. Just as important are your interpersonal and communication skills as this is a demanding, high visibility appointment.

This is an opportunity to have a strategic impact on the development of a substantial public company. In the first instance please write to me, Graham Downing, with brief career and salary details at, Macmillan Davies, Dudley House, Albion Street, Leeds LS2 8PN.

c. £70,000  
plus executive  
package

Yorkshire



Macmillan Davies

## FINANCIAL CONTROLLER

Hampshire

c.£33,000 + Car

PCI Membrane Systems is an international leader in membrane filtration. To maintain the momentum of our growth, along with that of our sister company Stella Meta Filters Limited, we are looking for a highly experienced Financial Controller to join our strategic management team in Hampshire.

You must be a qualified accountant with at least five years' post qualification experience, preferably gained in both small and large company environments. In addition to manufacturing and commercial experience, you should have strong IT skills and proven ability to negotiate overseas commercial terms.

You will be responsible for managing the accounting function of two companies - using your experience and initiative to achieve optimum levels of financial efficiency.

This will involve monitoring cashflow, producing management accounts, preparing revenue and capital budgets, and generating accurate management information.

You will also need company secretarial experience, good man-management skills, and the desire to get involved in the business at a very practical level.

In addition, you will participate in the long-term management development of the companies by training staff and identifying ways to improve financial performance. It's a role that will put you at the heart of business developments in the competitive world of engineered and pre-engineered water treatment.

Salary will be geared to qualifications and experience. A car, pension and private health care will be provided and relocation assistance will be offered where appropriate.

Please send your full CV to:

Lisa Wilkinson, Personnel Secretary,  
PCI Membrane Systems Ltd., Laverstoke Mill,  
Whitchurch, Hampshire RG28 7NL.  
Part of the Thames Water Plc Group.



The Top Opportunities Section appears every Wednesday.

For advertising information call:  
Clare Peasnell on 071 873 4027





## FINANCE DIRECTOR PERTH

Matthew Clough & Son Limited market The Famous Grouse Finest Scotch Whisky and a range of premium single malt Scotch whiskies.

The Famous Grouse, which is a market leader in the U.K., is now showing substantial growth overseas.

We seek to appoint a **FINANCE DIRECTOR** to develop the business strategy and take responsibility for all the financial, I.T., commercial and administrative aspects of the Company.

The successful candidate will have a proven track record in general and financial management with experience of international marketing and be a leader with commercial acumen and commitment to team and individual performance.

Applications, giving fullest details of education, career to date and current salary, should be sent to:

The Company Secretary,  
Matthew Clough & Son Limited,  
Bordeaux House, 33 Kinnoull Street,  
PERTH PH1 5EU.

## Director of Finance and Contracting

(c £35,000 + PRP + lease car)

### The Organisation

Expecting to become a NHS Trust in April 1994, the unit provides a comprehensive range of community-based general and mental health services, including services for people with learning disabilities, for a population of around 200,000. Forecast annual contract income is £30m.

### The Challenge

To develop and ensure the effective implementation of a rigorous financial strategy designed to complement and inform the unit's business plan, and to provide comprehensive management of both the finance function and contracting services, through which income is secured. The Director will contribute to top level corporate strategy, and will become an executive member of the Trust Board.

### The Person

Will be a qualified and widely experienced financial manager. Additionally he/she must have strategic vision and awareness, strong leadership and influencing skills, and the ability to work as a key member of the top team. These competencies may have been developed within or outside healthcare organisations, and as an equal opportunity employer, we will welcome applications from all sections of the community.

In return we can offer a first class career development opportunity and an attractive reward package, which is flexible enough to attract the right person and includes significant help with relocation to one of the more pleasant parts of the country.

Please contact Peter Drummond, Director of Human Resources, on (0482) 624049 for further details. Closing date will be 7 May 1993.

Note: This is a re-advertisement. Previous applicants need not re-apply.

## East Yorkshire Community and Mental Health Services



## FINANCIAL DIRECTOR

PETERBOROUGH

COMPETITIVE SALARY  
& CAR & RELOCATION

Our client, Jean Sorelle Ltd, is a manufacturer of branded and retailers own label toiletry and home fragrance products. It has a high profile client base, predominantly the leading high street retailers. In addition to this base its export business is thriving and rapidly growing.

As a result of an internal promotion, we are seeking to recruit a young and dynamic Financial Director who will be able to contribute to the profitable development of the business.

Reporting to the Chief Executive, the key aspects of the role are to develop financial plans and strategies to support the operational objectives of the company, in addition to ensuring adequate accounting and control systems are in place.

The ideal candidate will be a graduate qualified accountant with an impressive career to date, having gained manufacturing experience, preferably within the FMCG environment.

For further information please contact Trevor Heathfield on 0444 416636, or send your CV to him at the address below.

Please note that all applications will be forwarded to Heathfield Hargreaves Ltd.

HEATHFIELD HARGREAVES

Chaucer House, 6 Bolto Road, Haywards Heath, West Sussex RH16 1BB  
Tel: 0444 416636 Fax: 0444 416602

## Finance Director (Designate)

Bucks

c. £80,000 + profit share

Major service-based PLC, a leader in its field, T/O £100m plus and profitable, part of international group, seeks successor to retiring FD. Member of a small executive board, this is a total finance role also covering IT and other systems, with a strong commercial content in client contract negotiation, planning, pricing, marketing liaison, support of non-financial managers and the development of the finance team. The environment is fast moving and reactive to client needs. Most new business opportunities demand innovative solutions.

Applicants must be qualified accountants aged 40 years or over, graduates or with other evidence of high intelligence (and application). Sector experience should include multi-site service operations within a disciplined multinational. Functional growth must have been to financial control of autonomous profit centre billing £100m or over. Evidence of communication skills. IT knowledge and team management is sought.

For details, apply to:  
John Courtis, FCA, MIPM at 104  
Marylebone Lane, London W1M 5PU  
listing clearly how you meet these  
criteria, also enclosing CV, stating  
latest salary and quoting 7396/FT.

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## FINANCIAL CONTROLLER

SOUTH DERBYSHIRE

PACKAGE TO £35K

This is an ideal opportunity for a proven achiever to join a young and highly motivated management team in a fast moving and demanding commercial environment.

Our client manufactures and markets high quality consumer goods, enjoying considerable brand awareness both within the UK and internationally. The company, which has a current turnover of £17m, was the subject of a management buy-out in 1990. It is financially strong and is enjoying a period of sustained turnover and profit growth.

Reporting to the Finance Director, the Financial Controller will be responsible for the day to day management of an established finance function, as well as interpreting and improving upon management information, developing financial controls over the company's international operations, and contributing to the general management of the business.

The right candidate will not only possess excellent technical skills and professional qualifications with at least three years post qualification experience within a manufacturing environment, but will also demonstrate a record of hands on involvement and a commercial flair and understanding reaching beyond the confines regularly associated with financial management. Prospects both personal and career wise are genuinely excellent.

Applications should be forwarded to:

A. J. Wesson Esq  
Stoy Hayward  
Foxhall Lodge  
Gregory Boulevard  
Nottingham NG7 6LH  
Tel: 0802 626578  
Fax: 0802 691043

## FINANCE DIRECTOR

NORTH DEVON

c £40,000 plus car and  
benefits

Our client, a subsidiary of a major international company, has experienced rapid growth in Europe since establishing its European base in early 1988. A Finance Director, reporting directly to the European Managing Director, is now required to oversee the company's financial systems and to manage the company's administration, DP and distribution sectors of the business.

Candidates will be in their late 30s/early 40s with experience in an f.m.c.g. environment and must possess expertise in at least one other European language.

Please reply in confidence, enclosing a full CV (with details of current remuneration) to:

Andrew J Dunkerley,  
MacIntyre Advisory Services Limited,  
Ashley House,  
18/20 George Street,  
Richmond, Surrey  
TW9 1HD

## SAUDI ARABIA

Leading National Accounting Firm  
Requires

## SENIORS - MANAGERS

U.K. or U.S.A. Chartered Accountants are required with the following experience:

- 1- Recent experience with professional international firms;
- 2- Several years post qualification experience are preferable;
- 3- Computer audit knowledge and experience are required.

Please send your application enclosing your detailed c.v. and a recent photo to:

PERSONNEL MANAGER  
P.O. BOX 784, JEDDAH 21421  
SAUDI ARABIA  
FAX NO. 966-2-668-5468.

## YOUNG QUALIFIED ACCOUNTANT

NORTH WEST

C. £25,000 + CAR

Our client, a highly successful construction group, wishes to appoint a young qualified accountant to be based at their Head Office. Ideally the applicant will have at least two years post-qualification experience with one of the major firms.

The group is going through a structural change following a period of expansion and an opening has arisen for a young professional to join their team. It is envisaged that the position will afford the opportunity of a Directorship for the successful candidate.

Applications with full c.v. to:  
John E. Holmwood,  
2a Chorlton Street,  
Manchester M16 9HN.

**holmwood**  
COMMUNICATIONS LTD.

## APPOINTMENTS WANTED

## FINANCE DIRECTOR

Chartered Accountant FCA, late 40's, based Paris. Fluent French. Extensive general and financial management experience with sales and service operations of multinational companies. Seeks challenging and rewarding position with international group. Willing to relocate.

Please write to: Box A4958,  
Financial Times,  
One Southwark Bridge,  
London SE1 9HL

# Finance Director

c£50,000 + Car  
South East

This client, a leader in the commercial building sector, is a subsidiary of a top UK engineering and construction group which has a strong financial record and widespread international interests.

The Finance Director will be a key member of the Managing Director's team and will be expected to support the Managing Director with strong financial controls, the review of tenders, project financing, strategic planning and the regular evaluation of projects. There is scope to make a significant contribution to the commercial success of the business.

Applicants should be qualified accountants with a record of success in a large commercial/industrial organisation. Relevant treasury experience is required in addition to the all-round experience of business planning, tight financial control, timely reporting and sound technical financial accounting associated with the Finance Director role. Experience of the sector is not an essential requirement. There are very good career development prospects for the successful individual.

Remuneration will comprise a basic salary of around £50,000 plus large company benefits which include a quality car, executive pension scheme and relocation assistance if necessary.

Please reply in confidence quoting reference L530 to:

Brian H. Mason,  
Mason & Nurse Associates,  
1 Lancaster Place, Strand,  
London WC2E 7EB.  
Tel: 071-240 7805.

**Mason  
& Nurse**  
Selection & Search

## CCCC

## FINANCIAL CONTROLLER/ DIRECTEUR DE FINANCE

LONDON/BRUSSELS

c£45,000

Cross Channel Catering Company is a joint venture formed by major French, Belgian and UK transport and catering groups, which has been contracted to provide on-board services for the high speed trains between London - Paris, and London - Brussels via the Channel Tunnel. High quality catering for business and tourist class passengers will be offered, including at-seat service, bar-buffets and trolley facilities. Projected turnover in the first full year is in excess of £40 million.

Over 900 staff will be employed through operating companies located in London, Paris and Brussels. The initial base for this appointment will be London, with the holding company office located in Brussels. Fluency in English and French is essential; Dutch language would be desirable.

This key appointment will report to and deputise for the General Manager of the company, and will function at Board level. The ideal candidate will be a commercially aware, professionally qualified accountant with a background of successful service industry financial management. In addition to proven expertise with management and financial accounting in a dynamic, multi-national environment, candidates should have a sound knowledge of management information systems technology and a broad grasp of diverse operational functions. Diplomacy, flexibility, strong negotiation and human relations skills are some of the key attributes sought for this demanding and challenging role.

Applications should be made in writing, in English, by 17 May 1993, with full curriculum vitae and salary history, to the company's specialist advisors.

FM Recruitment, 6 Conduit Street, London, W1R 9TG, UK Fax (071) 488 2344



The Financial Management Specialists for the Hotel & Catering Industry

## Finance Director/ Company Secretary

NOTTINGHAM

EXCELLENT PACKAGE

## Wrangler

International Brand Leaders in the Denim Marketplace wish to recruit a dynamic and ambitious professional to head up the Finance functions for the U.K. and Ireland.

Working closely with and reporting to the Managing Director, the Finance Director/Company Secretary will play a key role in establishing and controlling the Strategic Operating Plan.

The person appointed will have a proven track record in a U.S. subsidiary or large blue chip organisation. Strong commercial awareness and previous experience in a manufacturing environment are important pre-requisites of the job.

The position requires a person with a strong "hands on" systems background and a practical approach to achieving corporate objectives and meeting critical deadlines. Excellent communication and team building skills are essential together with good leadership qualities.

Preferably F.C.A. qualified ideally aged between 35/40 with an M.B.A. and some European experience. Knowledge of either French or German would be an advantage.

Apply in writing quoting current salary to The Maggie Poppa Consultancy, 80 Richards Lane, Pudsey, Leeds LS28 6BN.

**Maggie Poppa**  
CONSULTANCY

## Management Accountants & Foreign Bureau Accountant

News & Current Affairs are recruiting Management Accountants for their Programme

The Accountants will be responsible to their respective Business and Finance Managers for the provision of weekly/monthly operating statements and for advising their editors and managers on the financial aspects of their Business Unit.

Candidates should be qualified business accountants preferably with two years post qualification experience.

Experience in the media is not essential but applicants should be able to demonstrate their ability to develop systems and procedures for complex and highly reactive operations whilst maintaining a sympathetic understanding of editorial issues.

Applications would be particularly welcome from suitably qualified (or experienced) women/members of ethnic minorities who are currently under-represented at this level in News & Current Affairs.

Salary up to £30,000 p.a. on contract depending on qualifications and experience.

For an application form contact (quote ref. 12174/7) BBC Corporate Recruitment Services, PO Box 7000, London W12 7ZY. Tel: 081-749 7000. Mincem 081-752 5151.

Application forms to be returned by April 30th.

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مكتبة التحصيل



# INTERNATIONAL INVESTMENT BANK

## CENTRAL LONDON

This leading International Investment Bank has a dominant presence in the international capital markets with principal offices in London, Paris, New York, Tokyo and Frankfurt. It has a reputation for offering unparalleled opportunities for self-motivated individuals with the ability to respond positively to the competitive pressures of a fast moving international business. As a direct result of internal promotion within their highly visible and professional Finance Function, two outstanding opportunities have arisen.

### ACCOUNTANT: Foreign Exchange £40,000 + Bonus

Responsibilities will include:

- Production of daily position and profit and loss reports for senior management.
- Constant liaison with traders and back office.
- Evaluation of foreign exchange impact of new derivative products and trading strategies.
- Specific assignments at the request of senior management.

You will be a qualified Chartered Accountant, aged to 35, having qualified with a big 5 practice. You will have a successful track record, gained within an investment banking environment. An organised and systematic approach to work is essential, as is the ability to work quickly in a highly pressurised environment. You will possess excellent communication skills, and be prepared to take a proactive approach in your dealings with a variety of departments. It is vital that you have extensive PC skills. A strong technical knowledge of foreign exchange and other capital market products including all derivative products is essential.

Ref: JAV 5495

### ACCOUNTANT: Regulatory Reporting £40,000 + Bonus

Responsibilities will include:

- Production and review of monthly Bank of England reports.
- Preparation of quarterly capital adequacy/liquidity/gapping reports.
- Contributing to the continuing development of systems both PC and Mainframe based.
- Specific assignments on behalf of senior management.

You will be a qualified Chartered Accountant, aged to 35, having qualified with a big 5 practice. You will have a successful track record, gained within an investment banking environment. An organised and systematic approach to work is essential, as is the ability to work quickly in a highly pressurised environment. You will possess excellent communication skills, and be prepared to take a proactive approach in your dealings with a variety of departments. It is vital that you have extensive PC skills. Previous regulatory reporting experience as well as exposure to capital markets products is essential.

Ref: JAV 5496

Both positions are assured of excellent scope for career advancement, with one of the world's most prestigious financial institutions.

Interested candidates should contact Jon Vank on 071-408 1312. Alternatively, you can submit a full Curriculum Vitae quoting the appropriate reference to the address below.

*Marks Sattin*

FINANCIAL RECRUITMENT  
18 Hanover Street, London W1R 9HG.  
Tel: 071-408 1312 Fax: 071-355 4501

### Taxation Manager

Package to £50,000 + car

Colonial Mutual is a successful company specialising in life assurance, pensions and unit linked products, has funds under management of over £1.5 bn and employs some 2000 people in the UK.

We are seeking a Taxation Manager to take responsibility for all our taxation affairs, including Corporation Tax, VAT and the various aspects of personal taxation and NI.

The successful candidate will:

- Be an experienced tax specialist with a minimum of five years post qualification experience. Ideally, though not necessarily gained within the life insurance sector.
- Have excellent communication, presentation and negotiation skills, able to deal with management at senior levels and relevant external bodies.
- Be an achiever.

The post will be based in Chatham Maritime, Kent. Relocation expenses will be paid where necessary.

Please send your CV, stating how you match our requirements to: Jan Jolly, Personnel Manager at the address below.



COLONIAL MUTUAL GROUP

Colonial Mutual House Chatham Maritime Kent ME4 4YV 0634 89000

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Haines Watts

**HW**

CHARTERED ACCOUNTANTS  
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## Financial Controller

South Yorkshire

c £35,000 + Car

Our client is a £50m turnover multi-site distributor of equipment and services to a wide range of industrial clients. Part of a major UK PLC, they seek to strengthen their present management team through the appointment of a high calibre Financial Controller.

Reporting to the Managing Director, you will assume full responsibility for the financial management of the business. More specifically your duties will encompass management and statutory accounting, the development of computerised information systems and the maintenance of strict financial disciplines and controls.

within the company.

Candidates, aged 30-40, will be Chartered Accountants who can demonstrate a successful track record, preferably within a multi-site distribution environment. In addition you will need to demonstrate strong interpersonal skills and the ability to contribute significantly to the continued profitable development of the company.

Interested applicants should send their curriculum vitae to Stephen K Banks ACMA, quoting reference: 129174, at Michael Page Finance, Leigh House, 28-32 St Paul's Street, Leeds LS1 2PX. Tel: 0532 450212.



Michael Page Finance

Specialists in Financial Recruitment  
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Nottingham Manchester Leeds Glasgow & Worldwide

## Finance Manager

North West

c £37,500 + Car + Bonus

Our client is a £50m turnover subsidiary of a highly regarded pharmaceutical group with a truly outstanding record of growth through acquisition and organic development. They seek to strengthen the management team of their main production unit through the appointment of a Finance Manager.

Reporting directly to the Operations Director and functionally to the Finance Director, you will assume full responsibility for the financial management of the site. More specifically you will be responsible for monthly and annual reporting, budgeting, forecasting and the control of a significant capital expenditure programme. In addition it is expected that you will play a key role in the

enhancement of costing and general information systems.

Candidates will be qualified accountants who are able to demonstrate strong track records of achievement and will ideally have experience of process manufacturing. Well developed interpersonal skills and a proactive approach are essential to make an important contribution to the future success of the business.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref: 142306, to Stephen K Banks ACMA at Michael Page Finance, Clarendon House, 81 Mosley Street, Manchester M2 3LQ.



Michael Page Finance

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MADRID

c £50,000 MAS BENEFICIOS SOCIALES

## Director Financiero Del Grupo

La compañía, con excelente y dilatada reputación, cotizada en la bolsa española, y con facturación en torno a Ptas. 36.000 millones (aproximadamente \$200 millones), ha sido recientemente adquirida por un importante y diversificado grupo internacional. Como proveedor de equipos industriales, es líder de su sector en España, con una amplia red de sucursales en toda la península ibérica. Esta oferta es una oportunidad ideal para un profesional del área financiera, con deseos de progresar, que busque desarrollar su carrera dentro de un importante grupo internacional.

En dependencia del Director Financiero de División, también ubicado en Madrid, sus principales responsabilidades serán las de desarrollar e implantar los sistemas y políticas contables y de información a la dirección, dentro de la nueva estructura corporativa. Se espera que contribuya activamente al cambio en la cultura empresarial, teniendo presente las necesidades tanto de la compañía local como de la matriz.

El perfil deseado corresponde a un profesional del área financiera, técnicamente cualificado, preferentemente con edad comprendida entre 27 y 35 años, que acredite una amplia

experiencia en temas contables, preferentemente obtenida en una división o subsidiaria de un grupo internacional, junto con buenos conocimientos de informática a nivel de usuario.

Deberá involucrarse activamente en todas las áreas del negocio. Así mismo, deberá contar con una excepcional capacidad de comunicación y ver en esta oportunidad un paso lógico para desarrollar su carrera profesional. Se requiere dominio tanto del castellano como del inglés.

Se ruega a los personas interesadas enviar sus datos personales y su Curriculum Vitae, en inglés, incluyendo su actual remuneración y teléfono de contacto en horario laboral a Ann Shepherd, Coopers & Lybrand Executive Recruiting Ltd, 76 Shoe Lane, London EC4A 3UB, indicando la referencia AS074 tanto en el sobre como en la carta. Tanto la información recibida como los posibles contactos serán tratados con absoluta confidencialidad.

Coopers & Lybrand

## Finance Director

Bedfordshire

c £55,000 + Car + Bonus

Our client is a profitable, £50 million turnover, autonomous subsidiary of a US corporation, engaged in the manufacture and distribution of leading edge electronics for international niche markets. Significant ongoing investment in innovative research and development maintains the group's global market leadership.

The Finance Director will be responsible for all aspects of financial management, control systems development, international treasury and taxation. Key initial emphasis will be on strict control of working capital, further enhancement of computerised information systems and the development of a new finance team. As a member of the board, the overriding requirement is to provide commercial

and strategic contribution to the long term, profitable growth of the business.

Candidates, aged 38-48, will be qualified accountants who can demonstrate a proven record of senior financial management experience gained in a multi-site, high technology, manufacturing environment. Commercial acumen, excellent communication skills and strong personal presence, combined with drive, commitment and self-motivation will be essential characteristics.

Interested applicants should forward a comprehensive curriculum vitae, quoting ref: 6042, to Mark Hurley ACMA, Executive Division, Michael Page Finance, Page House, 39-41 Parker Street, London WC2B 5LH.



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Clare Peasnell on 071 873 4027



## Group Finance Director

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UK Public Company

Essex

£60,000 + Car +  
Bonus + Share Options

Our client, a publicly quoted packaging and distribution group with a leading presence in its specialist market, is poised to undergo a period of significant expansion. A highly visible management team, coupled with an entrepreneurial company culture, and strong institutional support, has been effective in producing a number of attractive business opportunities. Stock market expectations are for rapid growth through both organic development and acquisition.

There now exists a requirement to augment the senior management team with the appointment of a Group Finance Director. Reporting to the Chairman, the appointee will have functional responsibility for financial managers in operating subsidiaries. In addition to controlling all aspects of financial management for the group's operations, the successful candidate's brief will encompass extensive liaison with banks and institutional investors, the development of group financial strategies, and the planning and implementation of acquisitions/divestments.

This opportunity will appeal to a commercially orientated Chartered Accountant (aged 35-40) with an outstanding record of achievement to date. Experience of operating at a senior level within a public company environment is essential. In addition, the successful candidate is likely to be a highly effective communicator with the experience and ability to manage rapid growth.

The remuneration package will reflect the seniority of the position and will include an executive car, bonus scheme, pension and equity participation through share options.

Interested applicants should write, in the strictest confidence to Brian Hamill or Robert Walker, forwarding a curriculum vitae to our London office quoting Ref: BF 893.

**WALKER HAMILL**  
Financial Recruitment Consultants

29-30 Kingly Street Tel: 071 287 6285  
London W1R 5LB Fax: 071 287 6270

## Senior Finance Executives

### Excellent Remuneration Packages - London

Our client is a major multinational marketing services group seeking to fill key appointments within their important operating companies. The positions will be based in or around London although there will be opportunities for overseas travel.

The positions at Financial Controller and Finance Director level will require high calibre individuals with a successful track record in commerce. Experience of running the finance function of a marketing services operation would be desirable.

Applicants will be qualified accountants, MBAs or have similar qualifications. They should possess strong commercial acumen

and the drive to succeed and be innovative in a challenging and fast moving business environment.

The remuneration packages are excellent, offering competitive basic salaries, plus participation in short and long term incentive plans.

Interested applicants, please apply in writing, enclosing a full Curriculum Vitae to:

Carmel Mallon  
Arthur Andersen, 1 Surrey Street, London WC2R 2FS

**ARTHUR  
ANDERSEN**

ARTHUR ANDERSEN & Co. SC

Arthur Andersen is a member of the Institute of Chartered Accountants in England & Wales to carry on investment business.

## FINANCIAL ANALYST

Wolverhampton c.£30,000 + FE Car + Relocation

A market-leader in its core activities of housebuilding, quarrying, construction and contracting. Tarmac plc is one of Britain's largest corporations, with an annual turnover of circa £3 billion.

An exciting opportunity now exists for an ambitious, hardworking ACMA/ACA to take on the high profile role of Financial Analyst within the company's key head office team, based at the Tarmac headquarters in Wolverhampton.

An articulate, 'hands-on' team player, with proven analytical and spreadsheet ability and excellent interpersonal skills, your responsibilities will include providing senior management with a monthly commentary on performance and trends within Group businesses, assessing acquisition and divestment opportunities and also handling budgeting, financial planning and capital expenditure reviews.

Ideally a graduate, aged 25-32, with 1-5 years post qualification experience within a commercial environment, you should possess the ability and confidence to paint an effective picture at Board level and make a real contribution to the decision making process in all business areas.

This key role offers an outstanding opportunity for a young, go-ahead individual to liaise at senior level, with the real prospect of promotion to a Divisional role within 2 to 3 years.

Please apply directly to Tony Byrne or John Woodcock at Robert Half, 63 Temple Row, Birmingham B2 9LS. Telephone: 021-643 1663 Fax: 021-643 6170.

**Tarmac**

**ROBERT  
HALF**  
THE HUMAN FACTOR

whiteheadselection

## Group Treasurer

Hong Kong  
c £75,000 plus substantial benefits

This publicly listed, multinational group, based in Hong Kong, with net profit after tax of over US\$300 million, needs a forward thinking Group Treasurer who will bring increased levels of expertise and professionalism to all areas of Treasury management.

The appointment is seen as central to the strategic development of the Group. Reporting to the Finance Director, the Group Treasurer will manage a small department with particular emphasis on raising funds for all Group entities, managing bank relationships, borrowing compliance/control, cash management, foreign exchange trading/exposure and project finance.

The successful candidate will probably be a graduate Chartered Accountant and ACT member who has had at least five years' treasury and corporate finance experience within a large multinational. He/she will have an established reputation in the banking community, gained through the negotiation of major financings. Personal qualities will include excellent communication skills and the ability to readily achieve credibility both internally and externally.

Please write enclosing a full CV, quoting reference 612 to Nigel Bates, Whitehead Selection Limited, 43 Welbeck Street, London W1M 7HF.

A Whitehead Mann Group PLC company.

whiteheadselection

## EXECUTIVE SEARCH

A small successful company specialising primarily in FMCG, retailing and the service industry seeks a qualified senior person, possibly with experience in a different commercial sector to join them. The particular status of the appointment and terms by mutual negotiation.

Please write with brief details to  
Lorraine Turner,  
67-68 Jermya Street, London SW1Y 6NY.

### APPOINTMENTS WANTED

## EXPERIENCED FINANCE DIRECTOR

Proven track record with U.S. conglomerate in Europe, Africa and Middle East. Based in Brussels. Seeks challenging new assignment worldwide. Short/long term.

Write to Box A4760, Financial Times,  
One Southwark Bridge, London SE1 9HL

## CHARTERHOUSE

Corporate Finance Executives  
ACAs/ MBAs/LAWYERS  
£33,000 + Bonus +  
Banking Benefits

Charterhouse is a leading merchant banking and investment group with a strong presence in corporate finance, corporate banking, stockbroking and development capital. Charterhouse Bank has increased significantly its corporate finance market share over the last two years and continues to generate a high level of new business across the full range of corporate finance activities.

The extension of Charterhouse Bank's activities further into the major economies of Europe, with the planned ownership links between Charterhouse and substantial French and German banking groups, presents significant opportunities for expanding the business. As a result, the corporate finance department now needs to appoint up to three additional executives. Working within a structured environment and liaising to director level, the appointees will be responsible for the provision of corporate finance services to clients throughout the UK and Continental Europe. Specifically, the successful individuals will be exposed to acquisitions and disposals, rights issues, private placements, take-overs, joint ventures and corporate restructurings.

This opportunity will appeal to a commercially orientated ACA, aged 24-27 years, with a 2:1 degree or better, and first time passes in the professional examinations. Additionally, applications are invited from young lawyers and MBAs with similar profiles and academic backgrounds. One or more European Languages and some previous experience in corporate finance, management consultancy or investigations is advantageous though not essential.

The benefits include an attractive remuneration package, performance related bonus, mortgage subsidy and the opportunity to develop an outstanding career based entirely on merit.

For further information in strict confidence contact, David Craig or Robert Walker on 071-287 6283 (evenings and weekends 0798-831613). Alternatively, forward a brief resume to our London Office quoting reference DC 1174.

**WALKER HAMILL**  
Financial Recruitment Consultants

29-30 Kingly Street Tel: 071 287 6285  
London W1R 5LB Fax: 071 287 6270

## Group Treasurer

North West

c. £55,000 + car, benefits

Outstanding opportunity for an experienced Corporate Treasurer to join a market-leading £300m t/o international manufacturing group. Working closely with the Group Finance Director the successful applicant will be expected to make a key contribution to the achievement of the company's highly focused medium term strategy.

### THE ROLE

Enhance and develop treasury systems and controls to meet rapidly evolving group requirements. Manage foreign currency exposure to maximise earnings and net worth. Ensure that the group does not breach its financial covenants. Manage relationships with external advisors and debt providers in conjunction with the Group Finance Director.

### THE QUALIFICATIONS

Experienced Corporate Treasurer. Qualified Accountant, probably aged 35-50. Proven expertise gained in a substantial international group with multi-currency exposure. Treasury skills ideally complemented by broadly based financial management experience. Credibility and maturity to earn respect at group board level and ensure the implementation of group policies within international subsidiary operations.

Please reply in writing to 174a Ashley Road, Hale, Cheshire WA15 9SF, enclosing a full curriculum vitae and quoting Reference RK 1055. Telephone: 061 929 9105. Facsimile: 061 929 8023.



**Robinson Keane**

SEARCH & SELECTION

### APPOINTMENTS WANTED

INTERNATIONAL  
EXECUTIVE  
AVAILABLE  
BA, FCMA,  
MCIM

Experience in general financial and treasury management, including change management consultancy, plus extensive computer expertise. Worked for leading international public and private sector organisations, in services (financial, travel, property and engineering), consumer goods (fresh foods, cosmetics and HVAC) and trading.

Over 10 years based abroad in Middle East, Australasia and Europe, with working knowledge of French and Spanish.

Shortly completing assignment in Western Mediterranean, now seeking challenging new position in European organisation. Willing to relocate.

Please contact A Earl  
phone  
(010) 350 79200  
or fax  
(010) 350 76189  
(Gibraltar)

## MANAGEMENT ACCOUNTING CONTROLLER

North West

c.£35k Package + Car + Benefits

With a turnover in excess of £100m, this autonomous subsidiary of a major international group has its core activity in the manufacturing of a wide range of products selling into industrial and users. Exporting approximately 75% of its production worldwide, its reputation is founded on its commitment to TQM and continued enhancement of customer service. A high-calibre finance professional is now required to play a senior role in the company's on-going development.

### The Role

- Control and develop a small management accounting team by encouraging a pro-active, professional approach to working practices.
- Liaise effectively with plant accountants, site general managers and overseas controllers relating the profile of finance across the Group.
- Appraise reporting methods, improving where necessary to provide meaningful, concise information for Board and senior management.
- Reporting to the UK Financial Controller. Other key functions will include enhancement of product costing methods, review of budgetary procedures and development of IT systems.

### The Candidate

- Qualified CIMA, graduate calibre. Aged late 20's early 30's with a proven track record gained in multi-site, manufacturing environment.
- Excellent communicator with a determined yet controlled style. Resilient, able to work to demanding deadlines and possess strong commercial awareness.
- Talented man-manager with a constructive approach and a commitment to team development and customer care.
- Influential, able to gain respect of senior team, plan strategically whilst controlling day to day operations.

Please apply in writing, enclosing full CV, quoting reference number LBA/136.



**LAWRENCE  
BARNETT  
ASSOCIATES**

Charlton House, Chester Road, Old Trafford, Manchester M16 0GW  
Tel: 061-277 4439 Fax: 061-277 6706

## Financial Director

Oxfordshire

Circa £45,000 + Car + Equity + Options

Our client is a long established, internationally known specialist textile company and the market leader in its field. It is actively pursuing a vigorous growth plan embracing product development, diversification and acquisition.

A demanding opportunity has arisen that will afford considerable scope to a Financial Director looking for challenge and growth. The role is crucial to the continued profitable growth of the business and will demand a high standard of professionalism and commercial acumen. Reporting to the Chief Executive you will be responsible for the development and management of comprehensive Financial Systems and Controls and play a central role in shaping the profitable direction of the company.

Our ideal candidate will be 35-45, a qualified accountant, with general management potential, whose experience will have been gained in a commercially oriented manufacturing environment, preferably at board level, where budget discipline and bottom line achievement count. Your experience will have exposed you to all facets of the financial management function and you will be able to demonstrate your ability to contribute to profitable growth and change. Some exposure to the textile industry would be an advantage.

Conditions will reflect the importance of the appointment and will not be a barrier to the right candidate. Assistance with relocation expenses will be paid where appropriate.

Please send comprehensive curriculum vitae quoting reference number DP/1038 to:



THE JOHN DALTON PARTNERSHIP LIMITED  
4 Post Office Avenue  
SOUTHPORT PR8 0US  
Tel: (0704) 538776  
Fax: (0704) 548912

(Applications are open to both male and female candidates)  
THE JOHN DALTON PARTNERSHIP LIMITED  
Management Selection & Recruitment Consultants

مكتبة التحويل



## INTERNATIONAL BUSINESS OPPORTUNITY

ACA 26-28 YRS C. London Package c£40,000

We have an opportunity for an exceptional young ACA to join the high profile business audit team of a blue chip media plc. The department has a proven track record of promotion to line financial management and business planning positions.

We believe this to be the most challenging London based international audit role currently available in a fast moving consumer goods multinational. Together with peers you will be responsible for control environment monitoring of global entities spanning Continental Europe, South East Asia, Australia, United States and South America with a travel content of up to 50%.

Key challenges include:-

- \* Operational and follow up reviews
- \* Post acquisition reviews
- \* Special projects on behalf of corporate and local management
- \* Project implementation reviews
- \* Identifying key risk and focus areas of the business

We are looking for a large firm trained ACA with circa 2 years post-qualified experience, first time passes, a demonstrated track record of high quality work and proven report writing skills.

While advantageous, a second language (Spanish or Italian preferred) is secondary to the ability of the person who should be tough, unequivocal, confident, tactful and able to succeed in a demanding international environment.

To find out more about this opportunity to make an impact on a successful global business, telephone Jonathan Farn (retained recruiter) on 071 437 0551 or write to him at Farn-Williams, 44 Conduit Street, London W1R 9FB. Facsimile: 071 434 4423.

## MIDLANDS BASED FCA (MID 40's) SEEKS CHALLENGING ROLE

Wide industrial experience at director level, particularly multi-site distribution and turn-around situations. Hands-on, committed team builder. Equity participation considered.

Please reply in confidence to:

Box A4777, Financial Times, One Southwark Bridge, London SE1 9HL

## Internal Auditor - Frankfurt -

Aufgrund unserer Expansion im "Investment Banking" Geschäft suchen wir einen jungen, engagierten Mitarbeiter zur Unterstützung unserer internen Revision. Fundierte Erfahrung im Bereich Finanz- und Rechnungswesen sowie gute Kenntnisse der Kapitalmarktdokumente sind zur Ausübung dieser Position erforderlich. Schwerpunkt Ihrer Tätigkeit wird die System- und Ordnungsmäßigkeitsprüfung im Handels- bzw. Abwicklungsbereich sein.

Als eine der führenden internationalen Investmentbanken ist Salomon an allen wichtigen Finanzplätzen der Welt vertreten. Flexibilität und Offenheit sowie internationale Atmosphäre sind wesentliche Kriterien, die unsere Mitarbeiter zu schätzen wissen.

Neben einem mit Praktikanten abgeschlossenen Betriebswirtschaftsstudium setzen wir gute PC-Kenntnisse voraus. Deutsche und englische Sprachkenntnisse sowie Teamgeist und Flexibilität sind unabdingbar. Wir stellen hohe fachliche und persönliche Anforderungen, dafür bieten wir Ihnen ein interessantes, vielfältiges Aufgabengebiet in einem jungen Team mit attraktiven Verdienstmöglichkeiten.

Interessieren Sie sich für diese Position? Dann legen wir uns auf Ihre schriftlichen und aussagekräftigen Bewerbungsunterlagen - oder rufen Sie uns einfach an: Frau Walter-Endres (069/2607-215).

## Salomon Brothers AG

Wiesenhüttenstraße 10, 6000 Frankfurt am Main 1

## TWO OUTSTANDING OPPORTUNITIES FOR QUALIFIED CHARTERED ACCOUNTANTS

### NORTH WEST PROPERTY GROUP

NEGOTIABLE

FINANCE DIRECTOR DESIGNATE required for an established, substantial group of property companies based in the North West.

Aged between 25-35, the ideal candidate will have had relevant experience in the Property Sector and be capable of leading a small team in a busy, modern office environment in a conscientious manner, maintaining strict financial control and providing timely and relevant information.

### MIDLANDS OUT-OF-TOWN RETAIL COMPANY

NEGOTIABLE

FINANCE DIRECTOR required for an emerging retail company based in the Midlands currently expanding its operation.

Aged between 25-35, the ideal candidate will probably have had experience in the Retail sector and possess the necessary skills to lead a small dedicated team in a conscientious manner, maintaining strict financial control, whilst implementing and providing timely and relevant management information.

In both the above cases the candidate will need to demonstrate an outstanding achievement record, possess the necessary initiative, be capable of working under pressure and possess the appropriate communication skills to further the success of the organisation.

Future prospects for both positions are excellent and rewards will reflect the importance of each role. Interested candidates who feel they are capable of fulfilling the above criteria should send full personal and career details, including current remuneration level and daytime telephone number, in confidence to:

Box A4961, Financial Times, One Southwark Bridge, London SE1 9HL.

## PAPWORTH TRUST

where people matter

### FINANCE DIRECTOR - DESIGNATE

c. £30,000 plus car

#### The Trust

The Papworth Trust is a charitable foundation committed to the rehabilitation, development, care and integration of people with disabilities. Pioneering work in the application of robotics, engineering and computer technology, coupled with a range of industrial workshops, are key features of Papworth's progressive approach to individual fulfilment. The Trust, with an annual turnover exceeding £7.5 million, has recently embarked on a major 3-5 year change programme directed at achieving national recognition for its evolving expertise in the provision for disabled people.

#### The Role

The Finance Director will drive all aspects of the Trust's financial management, reporting at Board level to the Chief Executive. The successful applicant will, assuming satisfactory performance, be designated Finance Director within 6 months. Key tasks in this hands-on role include upgrading systems and control procedures, spearheading improvements in efficiency, optimising cashflows and investment returns, evaluating innovative projects, and advising on strategic and policy issues.

#### The Qualifications

The successful candidate will be a commercially orientated, qualified accountant, probably aged 35 to 50, with proven management experience in manufacturing and service environments. The individual will be a dynamic and influential leader, fully capable of achieving through others and building successful teams.

Applicants for this exceptional opportunity should write, enclosing a C.V. by May 7 to: The Chief Executive, Papworth Trust, Papworth Everard, Cambs. CB3 8RG.



## PAPWORTH TRUST

## FINANCE DIRECTOR

SURREY

Competitive salary and substantial benefits

Our client, a major multi-national media corporation is seeking to recruit a high calibre Finance Director for one of its largest subsidiaries, based in Surrey. The Company is the leading player in its market and has an outstanding record of constant growth in both sales and profits.

Reporting to the Managing Director, the successful candidate will be expected to be a key member of the executive team and be involved in both short term planning and longer term strategic issues together with total responsibility for the finance function.

This important position requires a qualified accountant currently holding a senior finance position in either a UK plc or a multi-national subsidiary, and who is used to a high level of autonomy. A demonstrably successful track record is essential, as is the proven ability to make a commercial as well as a purely financial contribution to the business. Experience of the publishing industry would be an advantage together with exposure to business in the US.

The package for this high profile position includes competitive base salary, significant bonus potential and a company car.

For further information please contact David Chorley on 0444 416636, alternatively, write enclosing a comprehensive CV or fax your details to him on 0444 416002.

### HEATHFIELD HARGREAVES

Chaucer House, 6 Bolstro Road, Haywards Heath, West Sussex RH16 1BB  
Tel: 0144 416836 Fax: 0144 416002

## Recently Qualified Accountant To £35,000 + Banking Benefits

An exceptional opportunity exists for a Chartered Accountant of the highest calibre to join this leading investment bank. In a challenging and high profile position the successful candidate will take full responsibility for providing the business support for the derivatives trading area. A proactive approach and resilient personality will be needed to ensure the reporting requirements are fulfilled accurately and efficiently.

This position clearly demands an ambitious individual ideally with the following credentials:

- Up to 3 years post qualification experience in a banking environment
- A sound knowledge of derivative products
- A chartered accountancy qualification
- Previous supervisory experience

Rewards will be excellent in terms of prospects, package and working environment.

Please contact Nigel Lyons on 071 583 0873 (day) or 081 898 1009 (evenings and weekends).

### Corporate Finance

#### To £35,000 + Banking Benefits

How badly do you want to succeed? Our client, a top tier UK merchant bank seeks two talented entrepreneurial individuals to join their expanding highly successful corporate finance team. This is an ideal first career move for people keen to demonstrate their commercial awareness in a fast moving environment where excellence is rewarded with early promotion and responsibility. You will be ACA or MBA qualified with an outstanding academic background (2:1 degree minimum) as well as being assertive and personable.

Fluency in one or more European languages is highly desirable but not essential.

Please contact Richard Penley on 071 583 0873 (day) or 081 898 1009 (evenings and weekends). Write to: 16-18 New Bridge Street, London EC4V 6AL. Fax 071 583 3068.

## BADENOCH & CLARK recruitment specialists

## SEEBOARD

### Finance Manager

WEST SUSSEX

c £35k plus car

Southern Gas is a rapidly growing company marketing gas to industrial and commercial companies in the UK, predominantly in Southern England. The company is a subsidiary of SEEBOARD plc and in only its second year of trading is expected to achieve a turnover of £30m.

A high calibre Finance Manager is now required to head up the finance function, responsible for all financial matters including monthly reporting, budgeting and forecasting, credit and cash control and the effective management of a small team. Candidates will be qualified accountants, aged 28 to 35, with several years experience in a fast moving business with strong financial controls. Analytical skills are essential together with sound financial judgement, and proven management ability.

The position offers an opportunity to make a major contribution to the successful development of this new company and a career within the SEEBOARD Group as a whole.

In addition to a company car, Southern Gas can offer a range of benefits commensurate with this management position, including a smoke-free working environment, private health insurance and company pension scheme.

Please apply in writing, enclosing a full CV and stating current salary, to Helen Nagle, Recruitment Officer, SEEBOARD plc, Grand Avenue, Hove, East Sussex BN3 2LS, quoting vacancy number 4751. Closing date for receipt of applications is 4th May 1993.

Southern Gas is a Seeboard company.

## LEISURE GROUP FINANCE DIRECTOR

WILTSHIRE

£40,000 PLUS CAR AND OTHER BENEFITS

JPI Group is a profitable, rapidly expanding Group of companies in the leisure sector with a market leading brand known as Watermark. Organic growth has generated a need for a new Finance Director to join the existing finance team. Reporting to the Group Chief Executive, the position will involve the supervision of the Accounts Department as well as dealing with a large number of other financial and commercial issues.

The successful candidate will be an energetic and ambitious Chartered Accountant with several years post qualification experience in industry and first hand knowledge and understanding of the workings of the City. This person is likely to be under the age of 45 given the age profile of the current executive team. Candidates should apply in writing enclosing a full cv to:

Haw Watson, Commercial Director,  
JPI Group Limited, Brinkworth,  
Nr Chippenham, Wiltshire SN15 5DP



## Finance and Administration Manager

South London/Surrey

To c £40,000

Occasionally an opportunity arises to play a key management role in a revolutionary business concept.

Earlier this month Nurdin and Peacock plc, the highly profitable Cash and Carry operator with a turnover in excess of £1.5 billion announced its intention to launch 'Club Warehouse' into the UK which are highly successful in the US.

The new club management team have an opportunity for a Finance professional with a broad understanding of Commercial Accounting procedures and Management experience essentially within a fast moving FMCG, Distribution or perhaps Retail environment.

Reporting to the club Managing Director this role is vital to the success of the new venture as it has responsibility for Finance, MIS, Administration and Facilities Management. We are therefore seeking an experienced graduate ideally with an accounting qualification or MBA. The right candidates are unlikely to be under 30 or over 45 years of age.

If you consider you have the exceptional drive, energy and creativity to make an effective impact in what will be an exciting, informal and often pressurised 'team environment' and believe that hard work can be fun then send a comprehensive CV to Clive Sexton, Hoggett Bowers plc, George V Place, 4 Thames Avenue, Windsor, SL4 1QP, 0753 850851. Fax: 0753 853339, quoting Ref H4201/1/FT.

## Hoggett Bowers plc

EXECUTIVE SEARCH AND SELECTION

• BIRMINGHAM • BRISTOL • CAMBRIDGE • CARDIFF • EDINBURGH • LEEDS • LONDON • MANCHESTER • NEWCASTLE • WINDSOR and representation throughout EUROPE

## FINANCIAL CONTROLLER - SATELLITE SERVICES

Salary £40,000 + Bonus + Car + Benefits. Central London

Maxat Ltd, a wholly owned subsidiary of France Câbles & Radio (part of the France Télécom Group) is currently the fastest expanding satellite services company in Europe. Having established itself via its state-of-the-art teleport at the ITN building in its chosen markets of broadcast services; corporate television and satellite data services in 1992, it is now in an explosive growth mode. Turnover is expected to double each year and exceed £12 million in 1994.

We are seeking a replacement Financial Controller to join a 5-person Management team. Direct reporting is to the UK Chief Executive and dotted line to FCR in Paris. You should be a graduate Chartered Accountant in the 30-35 age group, an exceptional candidate, who can demonstrate a high level of achievement in a change environment. We expect you to be a technically sound accountant and to show us that you can make a constructive contribution to business development whilst improving the current financial controls and enhancing the systems. A French speaker would be at an advantage.

MAXAT

Replies to: NEVILLE RASCHID  
MAXAT LTD  
200 GRAY'S INN ROAD  
LONDON WC1X 8XZ











**INVESTMENT TRUSTS - Cont.**[illegible]

5.7	Greatest Am Squirr Cond	<input type="checkbox"/>	12042	145
5.8	Greatest Oriental	<input type="checkbox"/>	302	202

ST	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	2945	2946	2947	2948	2949	2950	2951	2952	2953	2954	2955	2956	2957	2958	2959	2960	2961	2962	2963	2964	2965	2966	2967	2968	2969	29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ST	1971	1972	1973	1974	1975	1976	1977	1978	1979	1980	1981	1982	1983	1984	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314</																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																														

Warranted	1	1	1
Investors Club	1	1	1

[illegible]

Mid & G 2nd Dcpt Inc	140	+1	141
Mid & G 2nd Dcpt Inc	140	+1	141

31	4.1	108.1	3	Mac County Park	37	97	0.3	0.16	1
32	4.1	108.1	3	Waverly	38	98	0.3	0.16	1
33	4.1	108.1	3	Waverly	39	99	0.3	0.16	1
34	4.1	108.1	3	Waverly	40	100	0.3	0.16	1
35	4.1	108.1	3	Waverly	41	101	0.3	0.16	1
36	4.1	108.1	3	Waverly	42	102	0.3	0.16	1
37	4.1	108.1	3	Waverly	43	103	0.3	0.16	1
38	4.1	108.1	3	Waverly	44	104	0.3	0.16	1
39	4.1	108.1	3	Waverly	45	105	0.3	0.16	1
40	4.1	108.1	3	Waverly	46	106	0.3	0.16	1
41	4.1	108.1	3	Waverly	47	107	0.3	0.16	1
42	4.1	108.1	3	Waverly	48	108	0.3	0.16	1
43	4.1	108.1	3	Waverly	49	109	0.3	0.16	1
44	4.1	108.1	3	Waverly	50	110	0.3	0.16	1
45	4.1	108.1	3	Waverly	51	111	0.3	0.16	1
46	4.1	108.1	3	Waverly	52	112	0.3	0.16	1
47	4.1	108.1	3	Waverly	53	113	0.3	0.16	1
48	4.1	108.1	3	Waverly	54	114	0.3	0.16	1
49	4.1	108.1	3	Waverly	55	115	0.3	0.16	1
50	4.1	108.1	3	Waverly	56	116	0.3	0.16	1
51	4.1	108.1	3	Waverly	57	117	0.3	0.16	1
52	4.1	108.1	3	Waverly	58	118	0.3	0.16	1
53	4.1	108.1	3	Waverly	59	119	0.3	0.16	1
54	4.1	108.1	3	Waverly	60	120	0.3	0.16	1
55	4.1	108.1	3	Waverly	61	121	0.3	0.16	1
56	4.1	108.1	3	Waverly	62	122	0.3	0.16	1
57	4.1	108.1	3	Waverly	63	123	0.3	0.16	1
58	4.1	108.1	3	Waverly	64	124	0.3	0.16	1
59	4.1	108.1	3	Waverly	65	125	0.3	0.16	1
60	4.1	108.1	3	Waverly	66	126	0.3	0.16	1
61	4.1	108.1	3	Waverly	67	127	0.3	0.16	1
62	4.1	108.1	3	Waverly	68	128	0.3	0.16	1
63	4.1	108.1	3	Waverly	69	129	0.3	0.16	1
64	4.1	108.1	3	Waverly	70	130	0.3	0.16	1
65	4.1	108.1	3	Waverly	71	131	0.3	0.16	1
66	4.1	108.1	3	Waverly	72	132	0.3	0.16	1
67	4.1	108.1	3	Waverly	73	133	0.3	0.16	1
68	4.1	108.1	3	Waverly	74	134	0.3	0.16	1
69	4.1	108.1	3	Waverly	75	135	0.3	0.16	1
70	4.1	108.1	3	Waverly	76	136	0.3	0.16	1
71	4.1	108.1	3	Waverly	77	137	0.3	0.16	1
72	4.1	108.1	3	Waverly	78	138	0.3	0.16	1
73	4.1	108.1	3	Waverly	79	139	0.3	0.16	1
74	4.1	108.1	3	Waverly	80	140	0.3	0.16	1
75	4.1	108.1	3	Waverly	81	141	0.3	0.16	1
76	4.1	108.1	3	Waverly	82	142	0.3	0.16	1
77	4.1	108.1	3	Waverly	83	143	0.3	0.16	1
78	4.1	108.1	3	Waverly	84	144	0.3	0.16	1
79	4.1	108.1	3	Waverly	85	145	0.3	0.16	1
80	4.1	108.1	3	Waverly	86	146	0.3	0.16	1
81	4.1	108.1	3	Waverly	87	147	0.3	0.16	1
82	4.1	108.1	3	Waverly	88	148	0.3	0.16	1
83	4.1	108.1	3	Waverly	89	149	0.3	0.16	1
84	4.1	108.1	3	Waverly	90	150	0.3	0.16	1
85	4.1	108.1	3	Waverly	91	151	0.3	0.16	1
86	4.1	108.1	3	Waverly	92	152	0.3	0.16	1
87	4.1	108.1	3	Waverly	93	153	0.3	0.16	1
88	4.1	108.1	3	Waverly	94	154	0.3	0.16	1
89	4.1	108.1	3	Waverly	95	155	0.3	0.16	1
90	4.1	108.1	3	Waverly	96	156	0.3	0.16	1
91	4.1	108.1	3	Waverly	97	157	0.3	0.16	1
92	4.1	108.1	3	Waverly	98	158	0.3	0.16	1
93	4.1	108.1	3	Waverly	99	159	0.3	0.16	1
94	4.1	108.1	3	Waverly	100	160	0.3	0.16	1
95	4.1	108.1	3	Waverly	101	161	0.3	0.16	1
96	4.1	108.1	3	Waverly	102	162	0.3	0.16	1
97	4.1	108.1	3	Waverly	103	163	0.3	0.16	1
98	4.1	108.1	3	Waverly	104	164	0.3	0.16	1
99	4.1	108.1	3	Waverly	105	165	0.3	0.16	1
100	4.1	108.1	3	Waverly	106	166	0.3	0.16	1
101	4.1	108.1	3	Waverly	107	167	0.3	0.16	1
102	4.1	108.1	3	Waverly	108	168	0.3	0.16	1
103	4.1	108.1	3	Waverly	109	169	0.3	0.16	1
104	4.1	108.1	3	Waverly	110	170	0.3	0.16	1
105	4.1	108.1	3	Waverly	111	171	0.3	0.16	1
106	4.1	108.1	3	Waverly	112	172	0.3	0.16	1
107	4.1	108.1	3	Waverly	113	173	0.3	0.16	1
108	4.1	108.1	3	Waverly	114	174	0.3	0.16	1
109	4.1	108.1	3	Waverly	115	175	0.3	0.16	1
110	4.1	108.1	3	Waverly	116	176	0.3	0.16	1
111	4.1	108.1	3	Waverly	117	177	0.3	0.16	1
112	4.1	108.1	3	Waverly	118	178	0.3	0.16	1
113	4.1	108.1	3	Waverly	119	179	0.3	0.16	1
114	4.1	108.1	3	Waverly	120	180	0.3	0.16	1
115	4.1	108.1	3	Waverly	121	181	0.3	0.16	1
116	4.1	108.1	3	Waverly	122	182	0.3	0.16	1
117	4.1	108.1	3	Waverly	123	183	0.3	0.16	1
118	4.1	108.1	3	Waverly	124	184	0.3	0.16	1
119	4.1	108.1	3	Waverly	125	185	0.3	0.16	1
120	4.1	108.1	3	Waverly	126	186	0.3	0.16	1
121	4.1	108.1	3	Waverly	127	187	0.3	0.16	1
122	4.1	108.1	3	Waverly	128	188	0.3	0.16	1
123	4.1	108.1	3	Waverly	129	189	0.3	0.16	1
124	4.1	108.1	3	Waverly	130	190	0.3	0.16	1
125	4.1	108.1	3	Waverly	131	191	0.3	0.16	1
126	4.1	108.1	3	Waverly	132	192	0.3	0.16	1
127	4.1	108.1	3	Waverly	133	193	0.3	0.16	1
128	4.1	108.1	3	Waverly	134	194	0.3	0.16	1
129	4.1	108.1	3	Waverly	135	195	0.3	0.16	1
130	4.1	108.1	3	Waverly	136	196	0.3	0.16	1
131	4.1	108.1	3	Waverly	137	197	0.3	0.16	1
132	4.1	108.1	3	Waverly	138	198	0.3	0.16	1
133	4.1	108.1	3	Waverly	139	199	0.3	0.16	1
134	4.1	108.1	3	Waverly	140	200	0.3	0.16	1
135	4.1	108.1	3	Waverly	141	201	0.3	0.16	1
136	4.1	108.1	3	Waverly	142	202	0.3	0.16	1
137	4.1	108.1	3	Waverly	143	203	0.3	0.16	1
138	4.1	108.1	3	Waverly	144	204	0.3	0.16	1
139	4.1	108.1	3	Waverly	145	205	0.3	0.16	1
140	4.1	108.1	3	Waverly	146	206	0.3	0.16	1
141	4.1	108.1	3	Waverly	147	207	0.3	0.16	1
142	4.1	108.1	3	Waverly	148	208	0.3	0.16	1
143	4.1	108.1	3	Waverly	149	209	0.3	0.16	1
144	4.1	108.1	3	Waverly	150	210	0.3	0.16	1
145	4.1	108.1	3	Waverly	151	211	0.3	0.16	1
146	4.1	108.1	3	Waverly	152	212	0.3	0.16	1
147	4.1	108.1	3	Waverly	153	213	0.3	0.16	1
148	4.1	108.1	3	Waverly	154	214	0.3	0.16	1
149	4.1	108.1	3	Waverly	155	215	0.3	0.16	1
150	4.1	108.1	3	Waverly	156	216	0.3	0.16	1
151	4.1	108.1	3	Waverly	157	217	0.3	0.16	1
152	4.1	108.1	3	Waverly	158	218	0.3	0.16	1
153	4.1	108.1	3	Waverly	159	219	0.3	0.16	1
154	4.1	108.1	3	Waverly	160	220	0.3	0.16	1
155	4.1	108.1	3	Waverly	161	221	0.3	0.16	1
156	4.1	108.1	3	Waverly	162	222	0.3	0.16	1
157	4.1	108.1	3	Waverly	163	223	0.3	0.16	1
158	4.1	108.1	3	Waverly	164	224	0.3	0.16	1
159	4.1	108.1	3	Waverly	165	225	0.3	0.16	1
160	4.1	108.1	3	Waverly	166	226	0.3	0.16	1
161	4.1	108.1	3	Waverly	167	227	0.3	0.16	1
162	4.1	108.1	3	Waverly	168	228	0.3	0.16	1
163	4.1	108.1	3	Waverly	169	229	0.3	0.16	1
164	4.1	108.1	3	Waverly	170	230	0.3	0.16	1
165	4.1	108.1	3	Waverly	171	231	0.3	0.16	1
166	4.1	108.1	3	Waverly	172	232	0.3	0.16	1
167	4.1	108.1	3	Waverly	173	233	0.3	0.16	1
168	4.1	108.1	3	Waverly	174	234	0.3	0.16	1
169	4.1	108.1	3	Waverly	175	235	0.3	0.16	1
170	4.1	108.1	3	Waverly	176	236	0.3	0.16	1
171	4.1	108.1	3	Waverly	177	237	0.3	0.16	1
172	4.1	108.1	3	Waverly	178	238	0.3	0.16	1
173	4.1	108.1	3	Waverly	179	239	0.3	0.16	1
174	4.1	108.1	3	Waverly	180	240	0.3	0.16	1
175	4.1	108.1	3	Waverly	181	241	0.3	0.16	1
176	4.1	108.1	3	Waverly	182	242	0.3	0.16	1
177	4.1	108.1	3	Waverly	183	243	0.3	0.16	1
178	4.1	108.1	3	Waverly	184	244	0.3	0.16	1
179	4.1	108.1	3	Waverly	185	245	0.3	0.16	1
180	4.1	108.1	3	Waverly	186	246	0.3	0.16	1
181	4.1	108.1	3	Waverly	187	247	0.3		

ПА

79	13.6		New City & Queens	8100		8100	10000		81	13.7	16
80	13.6	59.0	R.F. DeB 2005	2100		2100	10000		82	13.7	16
81	13.6	70.2	161.1	2100		2100	10000		83	13.7	16
82	13.6		Elmco Div L 2019	2100		2100	10000		84	13.7	16
83	13.6		Highway V	2100		2100	10000		85	13.7	16
84	13.6		Highway V	2100		2100	10000		86	13.7	16
85	13.6		Highway V	2100		2100	10000		87	13.7	16
86	13.6	40.1	44.0	2100		2100	10000		88	13.7	16
87	13.6	6.0	125.0	81		81	110		89	13.7	16
88	13.6	16.7	80.9	2100		2100	10000		90	13.7	16
89	13.6	78.3	28.2	2100		2100	10000		91	13.7	16
90	13.6	78.3	28.2	2100		2100	10000		92	13.7	16
91	13.6	78.3	28.2	2100		2100	10000		93	13.7	16
92	13.6	78.3	28.2	2100		2100	10000		94	13.7	16
93	13.6	78.3	28.2	2100		2100	10000		95	13.7	16
94	13.6	78.3	28.2	2100		2100	10000		96	13.7	16
95	13.6	78.3	28.2	2100		2100	10000		97	13.7	16
96	13.6	78.3	28.2	2100		2100	10000		98	13.7	16
97	13.6	78.3	28.2	2100		2100	10000		99	13.7	16
98	13.6	78.3	28.2	2100		2100	10000		100	13.7	16
99	13.6	78.3	28.2	2100		2100	10000		101	13.7	16
100	13.6	78.3	28.2	2100		2100	10000		102	13.7	16
101	13.6	78.3	28.2	2100		2100	10000		103	13.7	16
102	13.6	78.3	28.2	2100		2100	10000		104	13.7	16
103	13.6	78.3	28.2	2100		2100	10000		105	13.7	16
104	13.6	78.3	28.2	2100		2100	10000		106	13.7	16
105	13.6	78.3	28.2	2100		2100	10000		107	13.7	16
106	13.6	78.3	28.2	2100		2100	10000		108	13.7	16
107	13.6	78.3	28.2	2100		2100	10000		109	13.7	16
108	13.6	78.3	28.2	2100		2100	10000		110	13.7	16
109	13.6	78.3	28.2	2100		2100	10000		111	13.7	16
110	13.6	78.3	28.2	2100		2100	10000		112	13.7	16
111	13.6	78.3	28.2	2100		2100	10000		113	13.7	16
112	13.6	78.3	28.2	2100		2100	10000		114	13.7	16
113	13.6	78.3	28.2	2100		2100	10000		115	13.7	16
114	13.6	78.3	28.2	2100		2100	10000		116	13.7	16
115	13.6	78.3	28.2	2100		2100	10000		117	13.7	16
116	13.6	78.3	28.2	2100		2100	10000		118	13.7	16
117	13.6	78.3	28.2	2100		2100	10000		119	13.7	16
118	13.6	78.3	28.2	2100		2100	10000		120	13.7	16
119	13.6	78.3	28.2	2100		2100	10000		121	13.7	16
120	13.6	78.3	28.2	2100		2100	10000		122	13.7	16
121	13.6	78.3	28.2	2100		2100	10000		123	13.7	16
122	13.6	78.3	28.2	2100		2100	10000		124	13.7	16
123	13.6	78.3	28.2	2100		2100	10000		125	13.7	16
124	13.6	78.3	28.2	2100		2100	10000		126	13.7	16
125	13.6	78.3	28.2	2100		2100	10000		127	13.7	16
126	13.6	78.3	28.2	2100		2100	10000		128	13.7	16
127	13.6	78.3	28.2	2100		2100	10000		129	13.7	16
128	13.6	78.3	28.2	2100		2100	10000		130	13.7	16
129	13.6	78.3	28.2	2100		2100	10000		131	13.7	16
130	13.6	78.3	28.2	2100		2100	10000		132	13.7	16
131	13.6	78.3	28.2	2100		2100	10000		133	13.7	16
132	13.6	78.3	28.2	2100		2100	10000		134	13.7	16
133	13.6	78.3	28.2	2100		2100	10000		135	13.7	16
134	13.6	78.3	28.2	2100		2100	10000		136	13.7	16
135	13.6	78.3	28.2	2100		2100	10000		137	13.7	16
136	13.6	78.3	28.2	2100		2100	10000		138	13.7	16
137	13.6	78.3	28.2	2100		2100	10000		139	13.7	16
138	13.6	78.3	28.2	2100		2100	10000		140	13.7	16
139	13.6	78.3	28.2	2100		2100	10000		141	13.7	16
140	13.6	78.3	28.2	2100		2100	10000		142	13.7	16
141	13.6	78.3	28.2	2100		2100	10000		143	13.7	16
142	13.6	78.3	28.2	2100		2100	10000		144	13.7	16
143	13.6	78.3	28.2	2100		2100	10000		145	13.7	16
144	13.6	78.3	28.2	2100		2100	10000		146	13.7	16
145	13.6	78.3	28.2	2100		2100	10000		147	13.7	16
146	13.6	78.3	28.2	2100		2100	10000		148	13.7	16
147	13.6	78.3	28.2	2100		2100	10000		149	13.7	16
148	13.6	78.3	28.2	2100		2100	10000		150	13.7	16
149	13.6	78.3	28.2	2100		2100	10000		151	13.7	16
150	13.6	78.3	28.2	2100		2100	10000		152	13.7	16
151	13.6	78.3	28.2	2100		2100	10000		153	13.7	16
152	13.6	78.3	28.2	2100		2100	10000		154	13.7	16
153	13.6	78.3	28.2	2100		2100	10000		155	13.7	16
154	13.6	78.3	28.2	2100		2100	10000		156	13.7	16
155	13.6	78.3	28.2	2100		2100	10000		157	13.7	16
156	13.6	78.3	28.2	2100		2100	10000		158	13.7	16
157	13.6	78.3	28.2	2100		2100	10000		159	13.7	16
158	13.6	78.3	28.2	2100		2100	10000		160	13.7	16
159	13.6	78.3	28.2	2100		2100	10000		161	13.7	16
160	13.6	78.3	28.2	2100		2100	10000		162	13.7	16
161	13.6	78.3	28.2	2100		2100	10000		163	13.7	16
162	13.6	78.3	28.2	2100		2100	10000		164	13.7	16
163	13.6	78.3	28.2	2100		2100	10000		165	13.7	16
164	13.6	78.3	28.2	2100		2100	10000		166	13.7	16
165	13.6	78.3	28.2	2100		2100	10000		167	13.7	16
166	13.6	78.3	28.2	2100		2100	10000		168	13.7	16
167	13.6	78.3	28.2	2100		2100	10000		169	13.7	16
168	13.6	78.3	28.2	2100		2100	10000		170	13.7	16
169	13.6	78.3	28.2	2100		2100	10000		171	13.7	16
170	13.6	78.3	28.2	2100		2100	10000		172	13.7	16
171	13.6	78.3	28.2	2100		2100	10000		173	13.7	16
172	13.6	78.3	28.2	2100		2100	10000		174	13.7	16
173	13.6	78.3	28.2	2100		2100	10000		175	13.7	16
174	13.6	78.3	28.2	2100		2100	10000		176	13.7	16
175	13.6	78.3	28.2	2100		2100	10000		177	13.7	16
176	13.6	78.3	28.2	2100		2100	10000		178	13.7	16
177	13.6	78.3	28.2	2100		2100	10000		179	13.7	16
178	13.6	78.3	28.2	2100		2100	10000		180	13.7	16
179	13.6	78.3	28.2	2100		2100	10000		181	13.7	16
180	13.6	78.3	28.2	2100		2100	10000		182	13.7	16
181	13.6	78.3	28.2	2100		2100	10000		183	13.7	16
182	13.6	78.3	28.2	2100		2100	10000		184	13.7	16
183	13.6	78.3	28.2	2100		2100	10000		185	13.7	16
184	13.6	78.3	28.2	2100		2100	10000		186	13.7	16
185	13.6	78.3	28.2	2100		2100	10000		187	13.7	16
186	13.6	78.3	28.2	2100		2100	10000		188	13.7	16
187	13.6	78.3	28.2	2100		2100	10000		189	13.7	16
188	13.6	78.3	28.2	2100		2100	10000		190	13.7	16
189	13.6	78.3	28.2	2100		2100	10000		191	13.7	16
190	13.6	78.3	28.2	2100		2100	10000		192	13.7	16
191	13.6	78.3	28.2	2100		2100	10000		193	13.7	16
192	13.6	78.3	28.2	2100		2100	10000		194	13.7	16
193	13.6	78.3	28.2	2100		2100	10000		195	13.7	16
194	13.6	78.3	28.2	2100		2100	10000		196	13.7	16
195	13.6	78.3	28.2	2100		2100	10000		197	13.7	16
196	13.6	78.3	28.2	2100		2100	10000		198	13.7	16
197	13.6	78.3	28.2	2100		2100	10000		199	13.7	16
198	13.6	78.3	28.2	2100		2100	10000		200	13.7	16

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INVESTMENT TRUSTS - Cont.

Trust Name	Price	Div	Yield	Notes
British American	180.00	1.50	0.8%	
British Columbia	180.00	1.50	0.8%	
British Petroleum	180.00	1.50	0.8%	
British Telecom	180.00	1.50	0.8%	
British Virgin	180.00	1.50	0.8%	
British World	180.00	1.50	0.8%	
British Airways	180.00	1.50	0.8%	
British Airways	180.00	1.50	0.8%	
British Airways	180.00	1.50	0.8%	
British Airways	180.00	1.50	0.8%	

MERCHANT BANKS

Bank Name	Price	Div	Yield	Notes
Bank of America	180.00	1.50	0.8%	
Bank of America	180.00	1.50	0.8%	
Bank of America	180.00	1.50	0.8%	
Bank of America	180.00	1.50	0.8%	
Bank of America	180.00	1.50	0.8%	

METALS & METAL FORMING

Company Name	Price	Div	Yield	Notes
Aluminum	180.00	1.50	0.8%	
Aluminum	180.00	1.50	0.8%	
Aluminum	180.00	1.50	0.8%	
Aluminum	180.00	1.50	0.8%	
Aluminum	180.00	1.50	0.8%	

MISCELLANEOUS

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

INVESTMENT COMPANIES

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

OTHER FINANCIAL

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

MEDIA

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

MOTORS

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

PACKAGING, PAPER & PRINTING

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

OTHER INDUSTRIALS

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

PACKAGING, PAPER & PRINTING - Cont.

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

TELEPHONE NETWORKS

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

TEXTILES

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

PROPERTY

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

MINES - Cont.

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

TRANSPORT

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

WATER

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

PLANTATIONS

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

MINES

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

GUIDE TO LONDON SHARE SERVICE

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

STORES

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

PLANTATIONS

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

MINES

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

FT Annual Reports Service

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	

FT Cityline

Company Name	Price	Div	Yield	Notes
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	
Various	180.00	1.50	0.8%	



**ANS Unit Trust Hongkong Limited (1000)F**[illegible][illegible]

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● Current Unit Trust prices are available from FI Cityline. For details

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LUXEMBOURG (continued)									
Fund Name	ISIN	Assets	YTD	1Y	3Y	5Y	10Y	15Y	20Y
Amundi Global Bond	LU0100000000	1,234,567	0.12	1.23	3.45	5.67	8.90	12.34	15.67
Amundi Global Equity	LU0100000001	1,234,567	0.15	1.56	4.56	7.89	11.23	14.56	17.89
Amundi Global Real Estate	LU0100000002	1,234,567	0.18	1.89	5.67	8.90	12.34	15.67	18.90
Amundi Global Infrastructure	LU0100000003	1,234,567	0.21	2.10	6.78	10.12	13.45	16.78	20.10
Amundi Global Natural Resources	LU0100000004	1,234,567	0.24	2.43	7.89	11.23	14.56	17.89	21.23
Amundi Global Healthcare	LU0100000005	1,234,567	0.27	2.76	8.90	12.34	15.67	18.90	22.34
Amundi Global Technology	LU0100000006	1,234,567	0.30	3.09	9.01	13.45	16.78	20.10	23.45
Amundi Global Consumer Goods	LU0100000007	1,234,567	0.33	3.32	10.12	14.56	17.89	21.23	24.56
Amundi Global Financial Services	LU0100000008	1,234,567	0.36	3.65	11.23	15.67	18.90	22.34	25.67
Amundi Global Energy	LU0100000009	1,234,567	0.39	3.94	12.34	16.78	19.01	23.45	26.78
Amundi Global Environmental	LU0100000010	1,234,567	0.42	4.23	13.45	17.89	20.10	24.56	27.89
Amundi Global Socially Responsible	LU0100000011	1,234,567	0.45	4.52	14.56	18.90	21.23	25.67	28.90
Amundi Global Sustainable	LU0100000012	1,234,567	0.48	4.81	15.67	19.01	22.34	26.78	29.01
Amundi Global Climate Change	LU0100000013	1,234,567	0.51	5.10	16.78	20.10	23.45	27.89	30.12
Amundi Global Water	LU0100000014	1,234,567	0.54	5.39	17.89	21.23	24.56	28.90	31.23
Amundi Global Food & Agriculture	LU0100000015	1,234,567	0.57	5.68	18.90	22.34	25.67	29.01	32.34
Amundi Global Forest & Land Use	LU0100000016	1,234,567	0.60	5.97	19.01	23.45	26.78	30.12	33.45
Amundi Global Ocean & Marine	LU0100000017	1,234,567	0.63	6.26	20.10	24.56	27.89	31.23	34.56
Amundi Global Arctic & Antarctic	LU0100000018	1,234,567	0.66	6.55	21.23	25.67	28.90	32.34	35.67
Amundi Global Space & Aerospace	LU0100000019	1,234,567	0.69	6.84	22.34	26.78	29.01	33.45	36.78
Amundi Global Defense & Security	LU0100000020	1,234,567	0.72	7.13	23.45	27.89	30.12	34.56	37.89
Amundi Global Intelligence & Cyber	LU0100000021	1,234,567	0.75	7.42	24.56	28.90	31.23	35.67	38.90
Amundi Global Information Technology	LU0100000022	1,234,567	0.78	7.71	25.67	29.01	32.34	36.78	39.01
Amundi Global Software & IT	LU0100000023	1,234,567	0.81	8.00	26.78	30.12	33.45	37.89	40.12
Amundi Global Cloud Computing	LU0100000024	1,234,567	0.84	8.29	27.89	31.23	34.56	38.90	41.23
Amundi Global Artificial Intelligence	LU0100000025	1,234,567	0.87	8.58	28.90	32.34	35.67	39.01	42.34
Amundi Global Robotics & Automation	LU0100000026	1,234,567	0.90	8.87	29.01	33.45	36.78	40.12	43.45
Amundi Global Virtual Reality	LU0100000027	1,234,567	0.93	9.16	30.12	34.56	37.89	41.23	44.56
Amundi Global Augmented Reality	LU0100000028	1,234,567	0.96	9.45	31.23	35.67	38.90	42.34	45.67
Amundi Global Mixed Reality	LU0100000029	1,234,567	0.99	9.74	32.34	36.78	39.01	43.45	46.78
Amundi Global Extended Reality	LU0100000030	1,234,567	1.02	10.03	33.45	37.89	40.12	44.56	47.89
Amundi Global Immersive Reality	LU0100000031	1,234,567	1.05	10.32	34.56	38.90	41.23	45.67	48.90
Amundi Global Virtual Worlds	LU0100000032	1,234,567	1.08	10.61	35.67	39.01	42.34	46.78	49.01
Amundi Global Metaverse	LU0100000033	1,234,567	1.11	10.90	36.78	40.12	43.45	47.89	50.12



## FOREIGN EXCHANGES

## Astonishment over rate cuts

THE DOLLAR and leading European currencies performed strongly against the D-Mark yesterday after the Bundesbank surprised dealers by lowering the effective floor to German money market rates, writes James Blitz.

The Bundesbank's decision to cut its Lombard rate by 50 basis points to 8.50 per cent had been anticipated by some market makers. But the cut in the discount rate - from 7.50 per cent to 7.25 per cent - took almost the whole market by surprise.

The shock was all the greater because agencies originally reported that there was no change in Bundesbank rates, and only corrected their news flashes three minutes later. One dealer talked of substantial gains and losses in dollar/D-Mark trading in the intervening period.

The cut in rates helped the dollar up in the European afternoon to peak at DM1.6135 although it later closed almost unchanged, on the day at DM1.6085. The dollar's modest rise was surprising, considering that this was the third decrease in official German rates in ten weeks. However, the US currency remains capped by the 4 percentage point difference

tial between short term US and German rates.

The impact of the Bundesbank's move was felt far more keenly inside the European exchange rate mechanism.

In the European morning, both the French franc and the Spanish peseta had come under pressure on expectations that the Bundesbank would leave policy unchanged at its council meeting.

The French franc weakened beyond the FF3.38 level against the D-Mark for the first time in some weeks. The Spanish peseta also dropped sharply, bottoming out at Pt27.2 to the D-Mark, forcing the Bank of Spain to raise its daily intervention rate by 65 basis points to 14.0 per cent and to intervene in the market by buying its currency.

The discount rate cut helped the franc in afternoon trading to a close of FF3.374 against the D-Mark on the day.

However, the peseta

remained weak, closing at Pt27.54 from a previous Pt27.37. The currency was some 74 basis points above the weakest currency in the ERM grid last night, a full percentage point below its level of 10 days ago.

Both the Bundesbank move and the UK unemployment figures helped sterling to close at DM2.4875 against the D-Mark, some 2½ pennings up on the day. The currency rose a striking 0.8 percentage points against its exchange rate index to close at 80.7.

The drop in seasonally adjusted unemployment by 24,500 took the markets by surprise, and underlined the views of those who think the UK economy may be in the midst of an upturn. Mr David Cocker, an economist at Chemical Bank in London, believes the critical level for the pound is DM2.49. "If it breaks through that, we should see DM2.52," he said.

## EMS EUROPEAN CURRENCY UNIT RATES

Currency	Unit	Rate	% Change	% Spread	Disparity
Italian Lira	1,000,000	2,336.27	-0.10	1.81	54
Dutch Guilder	1,000,000	2,336.27	-0.10	0.87	19
Belgian Franc	1,000,000	2,336.27	-0.10	0.87	19
French Franc	1,000,000	2,336.27	-0.10	0.87	19
Spanish Peseta	1,000,000	2,336.27	-0.10	0.87	19
Portuguese Escudo	1,000,000	2,336.27	-0.10	0.87	19
Irish Punt	1,000,000	2,336.27	-0.10	0.87	19
German Mark	1,000,000	2,336.27	-0.10	0.87	19
UK Pound	1,000,000	2,336.27	-0.10	0.87	19

## £ IN NEW YORK

Apr 22	Apr 21	Apr 20
Spot	1.6080	1.6080
1 month	1.6080	1.6080
3 months	1.6080	1.6080
6 months	1.6080	1.6080
12 months	1.6080	1.6080

Forward premiums and discounts apply to the US dollar.

## STERLING INDEX

Apr 22	Apr 21	Apr 20
1000	80.7	80.7
1000	80.7	80.7
1000	80.7	80.7
1000	80.7	80.7
1000	80.7	80.7

## CURRENCY RATES

Currency	Rate	% Change
US Dollar	1.6080	-0.10
Japanese Yen	160.80	-0.10
Swiss Franc	1.6080	-0.10
French Franc	3.374	-0.10
Spanish Peseta	27.54	-0.10
Portuguese Escudo	204.8	-0.10
Irish Punt	2.754	-0.10
German Mark	2.4875	-0.10
UK Pound	1.0000	-0.10

Source: Reuters. All rates are quoted as of April 22, 1993.

Forward premiums and discounts apply to the US dollar.

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## FINANCIAL FUTURES AND OPTIONS

LIFFE EURO DOLLAR FUTURES OPTIONS

Strike	Call	Put	Settlement
94.75	0.04	0.03	0.07
94.75	0.04	0.03	0.07
94.75	0.04	0.03	0.07
94.75	0.04	0.03	0.07
94.75	0.04	0.03	0.07

Estimated volume: 100,000 contracts. Previous day's open: 100,000 contracts.

LIFFE EURO DOLLAR FUTURES OPTIONS

Previous day's open int. Calls 41657 Puts 50426					Previous day's open int. Calls 50426 Puts 41657				
LIFE EUROMARK OPTIONS					LIFE ITALIAN GOVT. BOND (STRY) PUTS				
DITM points of 100%					LIFE 2000s 10000%				
Strike	Call	Call-settlements	Put	Put-settlements	Strike	Call	Call-settlements	Put	Put-settlements
Price	Jun	Jun	Jun	Jun	Price	Jun	Jun	Jun	Jun
9225	0.58	1.17	0.01	0.01	9550	1.84	2.62	0.00	0.00
9250	0.35	1.41	0.03	0.03	9575	1.48	2.02	0.00	0.00
9275	0.17	0.94	0.10	0.04	9650	1.16	2.02	0.76	0.58
9300	0.07	0.72	0.25	0.07	9700	0.88	1.76	0.98	0.98
9325	0.03	0.51	0.46	0.11	9750	0.66	1.52	1.26	1.26
9350	0.02	0.40	0.54	0.11					



Sales	Stock	High	Low
\$1700	ShellCan A	\$40 <sup>1</sup> / <sub>4</sub>	39 <sup>3</sup> / <sub>4</sub>
\$19100	Sherrill G	us\$12	8 <sup>1</sup> / <sub>2</sub>
\$88000	SHL Syst	\$14 <sup>1</sup> / <sub>2</sub>	14 <sup>1</sup> / <sub>2</sub>
700	SONC Group	\$14 <sup>1</sup> / <sub>2</sub>	14 <sup>1</sup> / <sub>2</sub>
\$6000	Sonora Gld	23	18
\$6800	Southern	us\$16 <sup>1</sup> / <sub>2</sub>	16 <sup>1</sup> / <sub>2</sub>
\$15000	Spac Aero	\$16	15 <sup>1</sup> / <sub>2</sub>
\$6500	Stelco A	185	178
\$6400	TakminEn	us\$24 <sup>1</sup> / <sub>2</sub>	23 <sup>1</sup> / <sub>2</sub>
\$20400	Tack B	\$18 <sup>1</sup> / <sub>2</sub>	17

5000	Telephone	\$192	16%
5001	Times Corp	\$192	15%
5002	Trans Am	\$192	15%
5003	The York Bk	\$192	17
5004	Union Carbide	\$192	16
5005	United States	\$192	16
5006	United States	\$192	16
5007	United States	\$192	16
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5009	United States	\$192	16
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5100	United States	\$192	16

Not selling rights or restricted territory

5000	Telephone	\$192	16%
5001	Times Corp	\$192	15%
5002	Trans Am	\$192	15%
5003	The York Bk	\$192	17
5004	Union Carbide	\$192	16
5005	United States	\$192	16
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5098	United States	\$192	16
5099	United States	\$192	16
5100	United States	\$192	16

Not selling rights or restricted territory

5000	Telephone	\$192	16%
5001	Times Corp	\$192	15%
5002	Trans Am	\$192	15%
5003	The York Bk	\$192	17
5004	Union Carbide	\$192	16
5005	United States	\$192	16
5006	United States	\$192	16
5007	United States	\$192	16
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5009	United States	\$192	16
5010	United States	\$192	16
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Age	1985		L
	1982H	1985H	
138.6	1708.40 (2214)	204.7	
874.4	885.10 (1534)	204.7	
337.15	880.17 (529)	204.7	712.1
1253.28	1208.11 (214)	1128	
265.64	266.84 (425)	251	
1079.4	1165.10 (2234)	862.	
526.58	547.37 (502)	477.2	
2033.91	2033.91 (502)	771.7	
1867.9	476.70 (179)	896.	
1887.9	1105.10 (192)	1084.	
8860.15	8778.74 (1416)	5416	
1588.82	1581.24 (1549)	1181	
515.86	512.32 (912)	446.	802.
1108.10	1108.10 (224)	1620.	
1533.27	2674.90 (1534)	1533.	
9408.17	10876.76 (1314)	1815	
2008.17	2078.90 (224)	614.	
334.2	332.70 (124)	254.	
729.45	729.45 (194)	698.	
799.47	799.47 (224)	698.	

1506.08	1865.25 (154)	197
406.18	456.18 (184)	384
1200.0	1376.00 (84)	772
1000.0	1060.00 (100)	600
264.12	243.70 (82)	216
1005.88	1006.00 (82)	678
852.0	876.00 (14)	844
745.0	748.00 (24)	692
4577.48	5013.28 (74)	3086
880.73	880.44 (57)	480
595.2	590.00 (134)	480
882.78	886.00 (234)	692

Continued on 15-01

Source: MBG Co., C240R, "Data as of 10/10/82 Over Machinery and Shipyards - 200, 400, 600, 800, 1000, 1200, 1500, 1800, 2000, 2500, 3000, 3500, 4000, 4500, 5000, 5500, 6000, 6500, 7000, 7500, 8000, 8500, 9000, 9500, 10000, 10500, 11000, 11500, 12000, 12500, 13000, 13500, 14000, 14500, 15000, 15500, 16000, 16500, 17000, 17500, 18000, 18500, 19000, 19500, 20000, 20500, 21000, 21500, 22000, 22500, 23000, 23500, 24000, 24500, 25000, 25500, 26000, 26500, 27000, 27500, 28000, 28500, 29000, 29500, 30000, 30500, 31000, 31500, 32000, 32500, 33000, 33500, 34000, 34500, 35000, 35500, 36000, 36500, 37000, 37500, 38000, 38500, 39000, 39500, 40000, 40500, 41000, 41500, 42000, 42500, 43000, 43500, 44000, 44500, 45000, 45500, 46000, 46500, 47000, 47500, 48000, 48500, 49000, 49500, 50000, 50500, 51000, 51500, 52000, 52500, 53000, 53500, 54000, 54500, 55000, 55500, 56000, 56500, 57000, 57500, 58000, 58500, 59000, 59500, 60000, 60500, 61000, 61500, 62000, 62500, 63000, 63500, 64000, 64500, 65000, 65500, 66000, 66500, 67000, 67500, 68000, 68500, 69000, 69500, 70000, 70500, 71000, 71500, 72000, 72500, 73000, 73500, 74000, 74500, 75000, 75500, 76000, 76500, 77000, 77500, 78000, 78500, 79000, 79500, 80000, 80500, 81000, 81500, 82000, 82500, 83000, 83500, 84000, 84500, 85000, 85500, 86000, 86500, 87000, 87500, 88000, 88500, 89000, 89500, 90000, 90500, 91000, 91500, 92000, 92500, 93000, 93500, 94000, 94500, 95000, 95500, 96000, 96500, 97000, 97500, 98000, 98500, 99000, 99500, 100000, 100500, 101000, 101500, 102000, 102500, 103000, 103500, 104000, 104500, 105000, 105500, 106000, 106500, 107000, 107500, 108000, 108500, 109000, 109500, 110000, 110500, 111000, 111500, 112000, 112500, 113000, 113500, 114000, 114500, 115000, 115500, 116000, 116500, 117000, 117500, 118000, 118500, 119000, 119500, 120000, 120500, 121000, 121500, 122000, 122500, 123000, 123500, 124000, 124500, 125000, 125500, 126000, 126500, 127000, 127500, 128000, 128500, 129000, 129500, 130000, 130500, 131000, 131500, 132000, 132500, 133000, 133500, 134000, 134500, 135000, 135500, 136000, 136500, 137000, 137500, 138000, 138500, 139000, 139500, 140000, 140500, 141000, 141500, 142000, 142500, 143000, 143500, 144000, 144500, 145000, 145500, 146000, 146500, 147000, 147500, 148000, 148500, 149000, 149500, 150000, 150500, 151000, 151500, 152000, 152500, 153000, 153500, 154000, 154500, 155000, 155500, 156000, 156500, 157000, 157500, 158000, 158500, 159000, 159500, 160000, 160500, 161000, 161500, 162000, 162500, 163000, 163500, 164000, 164500, 165000, 165500, 166000, 166500, 167000, 167500, 168000, 168500, 169000, 169500, 170000, 170500, 171000, 171500, 172000, 172500, 173000, 173500, 174000, 174500, 175000, 175500, 176000, 176500, 177000, 177500, 178000, 178500, 179000, 179500, 180000, 180500, 181000, 181500, 182000, 182500, 183000, 183500, 184000, 184500, 185000, 185500, 186000, 186500, 187000, 187500, 188000, 188500, 189000, 189500, 190000, 190500, 191000, 191500, 192000, 192500, 193000, 193500, 194000, 194500, 195000, 195500, 196000, 196500, 197000, 197500, 198000, 198500, 199000, 199500, 200000, 200500, 201000, 201500, 202000, 202500, 203000, 203500, 204000, 204500, 205000, 205500, 206000, 206500, 207000, 207500, 208000, 208500, 209000, 209500, 210000, 210500, 211000, 211500, 212000, 212500, 213000, 213500, 214000, 214500, 215000, 215500, 216000, 216500, 217000, 217500, 218000, 218500, 219000, 219500, 220000, 220500, 221000, 221500, 222000, 222500, 223000, 223500, 224000, 224500, 225000, 225500, 226000, 226500, 227000, 227500, 228000, 228500, 229000, 229500, 230000, 230500, 231000

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**FINANCE**  
**AN FINANCE.**

BGR A	\$9 <sup>1</sup> / <sub>4</sub>
Bong's Beer	\$10 <sup>3</sup> / <sub>8</sub>
Bong's Beer	\$14 <sup>7</sup> / <sub>8</sub>

100 Univs	\$72	73
4800 Victory Rr	\$813	104
9400 WNCB	\$191	19
2600 Victory Rr	\$191	19
3000 WNCB	\$191	19
1000 WNCB	\$191	19
* No voting rights or restricted voting rts		

## MONTREAL

2:45 pm April 22

104900 Bonaventure	\$103	104
9000 Canoe	\$133	134
7000 Camp St	\$28	27
1200 Concession	\$14	14
1000 Concession	\$6	6
1800 Donat St A	\$104	97
19500 Bonaventure	\$173	174
12300 Bonaventure	\$184	184
9000 Bonaventure	\$184	184
20000 Telegraph	\$161	164
3500 Univ	\$712	72
16000 Univ	\$224	24
Total Sales 20,612,800 income		

19 <sup>5</sup> <sub>8</sub>	-3 <sub>8</sub>	219200
8 <sup>3</sup> <sub>4</sub>	+1 <sup>2</sup> <sub>2</sub>	5000
12 <sup>1</sup> <sub>4</sub>	+1 <sup>2</sup> <sub>2</sub>	348200

[illegible]

(1/10/74)  
4.46

6800.10	6768.74 (144)	5433
1568.82	1591.74 (164)	1191
525.30	536.72 (129)	446
1188.0	1188.00 (0)	882
3311.34	3374.29 (134)	1633
7055.17	7074.85 (144)	1165
	3378.00 (144)	
884.95	891.70 (174)	614
332.7	333.70 (164)	295
325.5	323.50 (164)	196
708.47	709.47 (164)	659
1568.85	1582.25 (154)	1271
4201.8	4216.18 (184)	774
1258.0	1278.00 (184)	379
4332.0	4343.00 (182)	4333
725.76	737.39 (124)	605
244.12	243.70 (124)	210
1005.36	1005.36 (0)	

min	245.07	2
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6800.10	6768.74 (144)	5433
1568.82	1591.74 (164)	1191
525.30	536.72 (129)	446
1188.0	1188.00 (0)	882
3311.34	3374.29 (134)	1633
7055.17	7074.85 (144)	1165
	3378.00 (144)	
884.95	891.70 (174)	614
332.7	333.70 (164)	295
325.5	323.50 (164)	196
708.47	709.47 (164)	659
1568.85	1582.25 (154)	1271
4201.8	4216.18 (184)	774
1258.0	1278.00 (184)	379
4332.0	4343.00 (182)	4333
725.76	737.39 (124)	605
244.12	243.70 (124)	210
1005.36	1005.36 (0)	

# COPY TIMES

urn	BFR 12.500	C
ark	DAK 3.020	C

Date \_\_\_\_\_

**THE TIMES**  
NEWSPAPER

**AN FINANCE.**

[illegible]

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2:45 pm April 22

## NEW YORK STOCK EXCHANGE COMPOSITE PRICES

1993		1992		1991		1990		1989		1988		1987		1986		1985		1984		1983		1982		1981		1980		1979		1978		1977		1976		1975		1974		1973		1972		1971		1970		1969		1968		1967		1966		1965		1964		1963		1962		1961		1960		1959		1958		1957		1956		1955		1954		1953		1952		1951		1950		1949		1948		1947		1946		1945		1944		1943		1942		1941		1940		1939		1938		1937		1936		1935		1934		1933		1932		1931		1930		1929		1928		1927		1926		1925		1924		1923		1922		1921		1920		1919		1918		1917		1916		1915		1914		1913		1912		1911		1910		1909		1908		1907		1906		1905		1904		1903		1902		1901		1900		1899		1898		1897		1896		1895		1894		1893		1892		1891		1890		1889		1888		1887		1886		1885		1884		1883		1882		1881		1880		1879		1878		1877		1876		1875		1874		1873		1872		1871		1870		1869		1868		1867		1866		1865		1864		1863		1862		1861		1860		1859		1858		1857		1856		1855		1854		1853		1852		1851		1850		1849		1848		1847		1846		1845		1844		1843		1842		1841		1840		1839		1838		1837		1836		1835		1834		1833		1832		1831		1830		1829		1828		1827		1826		1825		1824		1823		1822		1821		1820		1819		1818		1817		1816		1815		1814		1813		1812		1811		1810		1809		1808		1807		1806		1805		1804		1803		1802		1801		1800		1799		1798		1797		1796		1795		1794		1793		1792		1791		1790		1789		1788		1787		1786		1785		1784		1783		1782		1781		1780		1779		1778		1777		1776		1775		1774		1773		1772		1771		1770		1769		1768		1767		1766		1765		1764		1763		1762		1761		1760		1759		1758		1757		1756		1755		1754		1753		1752		1751		1750		1749		1748		1747		1746		1745		1744		1743		1742		1741		1740		1739		1738		1737		1736		1735		1734		1733		1732		1731		1730		1729		1728		1727		1726		1725		1724		1723		1722		1721		1720		1719		1718		1717		1716		1715		1714		1713		1712		1711		1710		1709		1708		1707		1706		1705		1704		1703		1702		1701		1700		1699		1698		1697		1696		1695		1694		1693		1692		1691		1690		1689		1688		1687		1686		1685		1684		1683		1682		1681		1680		1679		1678		1677		1676		1675		1674		1673		1672		1671		1670		1669		1668		1667		1666		1665		1664		1663		1662		1661		1660		1659		1658		1657		1656		1655		1654		1653		1652		1651		1650		1649		1648		1647		1646		1645		1644		1643		1642		1641		1640		1639		1638		1637		1636		1635		1634		1633		1632		1631		1630		1629		1628		1627		1626		1625		1624		1623		1622		1621		1620		1619		1618		1617		1616		1615		1614		1613		1612		1611		1610		1609		1608		1607		1606		1605		1604		1603		1602		1601		1600		1599		1598		1597		1596		1595		1594		1593		1592		1591		1590		1589		1588		1587		1586		1585		1584		1583		1582		1581		1580		1579		1578		1577		1576		1575		1574		1573		1572		1571		1570		1569		1568		1567		1566		1565		1564		1563		1562		1561		1560		1559		1558		1557		1556		1555		1554		1553		1552		1551		1550		1549		1548		1547		1546		1545		1544		1543		1542		1541		1540		1539		1538		1537		1536		1535		1534		1533		1532		1531		1530		1529		1528		1527		1526		1525		1524		1523		1522		1521		1520		1519		1518		1517		1516		1515		1514		1513		1512		1511		1510		1509		1508		1507		1506		1505		1504		1503		1502		1501		1500		1499		1498		1497		1496		1495		1494		1493		1492		1491		1490		1489		1488		1487		1486		1485		1484		1483		1482		1481		1480		1479		1478		1477		1476		1475		1474		1473		1472		1471		1470		1469		1468		1467		1466		1465		1464		1463		1462		1461		1460		1459		1458		1457		1456		1455		1454		1453		1452		1451		1450		1449		1448		1447		1446		1445		1444		1443		1442		1441		1440		1439		1438		1437		1436		1435		1434		1433		1432		1431		1430		1429		1428		1427		1426		1425		1424		1423		1422		1421		1420		1419		1418		1417		1416		1415		1414		1413		1412		1411		1410		1409		1408		1407		1406		1405		1404		1403		1402		1401		1400		1399		1398		1397		1396		1395		1394		1393		1392		1391		1390		1389		1388		1387		1386		1385		1384		1383		1382		1381		1380		1379		1378		1377		1376		1375		1374		1373		1372		1371		1370		1369		1368		1367		1366		1365		1364		1363		1362		1361		1360		1359		1358		1357		1356		1355		1354		1353		1352		1351		1350		1349		1348		1347		1346		1345		1344		1343		1342		1341		1340		1339		1338		1337		1336		1335		1334		1333		1332		1331		1330		1329		1328		1327		1326		1325		1324		1323		1322		1321		1320		1319		1318		1317		1316		1315		1314		1313		1312		1311		1310		1309		1308		1307		1306		1305		1304		1303		1302		1301		1300		1299		1298		1297		1296		1295		1294		1293		1292		1291		1290		1289		1288		1287		1286		1285		1284		1283		1282		1281		1280		1279		1278		1277		1276		1275		1274		1273		1272		1271		1270		1269		1268		1267		1266		1265		1264		1263		1262		1261		1260		1259		1258		1257		1256		1255		1254		1253		1252		1251		1250		1249		1248		1247		1246		1245		1244		1243		1242		1241		1240		1239		1238		1237		1236		1235		1234		1233		1232		1231		1230		1229		1228		1227		1226		1225		1224		1223		1222		1221		1220		1219		1218		1217		1216		1215		1214		1213		1212		1211		1210		1209		1208		1207		1206		1205		1204		1203		1202		1201		1200		1199		1198		1197		1196		1195		1194		1193		1192		1191		1190		1189		1188		1187		1186		1185		1184		1183		1182		1181		1180		1179		1178		1177		1176		1175		1174		1173		1172		1171		1170		1169		1168		1167		1166		1165		1164		1163		1162		1161		11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DC Crane	221	8478	102 1/2	31	31 1/2	J&J Steach	24	2281	173 1/2	12 1/2	13	+ 1/2	Pierston	35	3752	10	17 1/2	18 1/2	+ 1	Joker	34	1457	33 1/2	32	32	+ 1/2			
Lehigh	0.12	51	8423 1/2	25 1/2	25 1/2	Jessen Inc	0.25	15	57	10 1/4	48 1/2	9 1/2	- 1/2	PioneerCo	0.84	13	16	35	32 1/2	32 1/2	+	Neenah Corp	2	859	3 1/2	45 1/2	5 1/2	+ 1/4	
Art Glass	0.53	14	3	80	74	JLS Ind	0.25	60	44	13 1/2	12 1/2	1 1/2	+	PioneerH	0.48	17	2035	29 1/2	26 1/2	29 1/2	+	Yellow Fr	0.94	15	1377	22 1/2	22 1/2	23 1/2	+
ArgGulch	43	657	3 1/2	3 1/2	3 1/2	Johnson W	18	41	18 1/2	17 1/2	17 1/2	+	PioneerSt	0.12	12	37	14 1/2	13 1/2	14 1/2	+ 1/2	York Ranch	7	883	7 1/4	8 1/4	6 1/4	- 1/2		
Ballast	15	105	5 1/4	6 1/4	5 1/4	Junco Int	8	64	13	12 1/2	12 1/2	+ 1/2	Pierce Fed	5	2100	8 1/2	7 1/2	8	+	ZenithH	0.84	15	338	44 1/2	44 1/2	45 1/2	- 1/2		



## AMERICA

Earnings reports help  
Dow to move ahead

## Wall Street

US stock markets bounced back from three days of losses to post gains yesterday as a number of strong earnings reports lifted share prices across the board, writes Patrick Haverston in New York.

At 12:45pm, the Dow Jones Industrial Average was up 22.42 at 3,461.86. The more broadly-based Standard & Poor's 500 was up 0.94 at 444.57, while the Amex composite was 1.00 higher at 420.03, and the Nasdaq composite up 3.88 at 867.92. Trading volume on the NYSE was 171m shares just before 1pm.

Trading opened against a background of conflicting factors, including the cut in German interest rates, news of a rise in weekly jobless claims, and falling bond prices. The German rate cut had little impact on market sentiment, primarily because the Bundesbank's move failed to give much of a lift to the dollar.

The news of a 38,000 increase in weekly jobless claims was worrying - it confirmed that the labour force still struggles to keep up with the pace of the economic recovery - but investors shrugged it off, as they did another, albeit small, decline in bond prices.

Attention was primarily

focused on corporate earnings, and here the news was better. The day's main feature was Caterpillar, which jumped 4% to \$66.75 in busy trading after the company bounced back from a big loss in the first quarter last year to post a net profit of \$34m in the wake of

stronger demand in the US market and improved margins.

The earnings were better than analysts had expected, and prompted several brokerage houses to upgrade their ratings and raise their earnings estimates for the company.

Among other stocks to advance on news of improved earnings were Dow Chemical, which climbed 3% to \$56 in volume of 1m shares after the

company reported net income of \$1.47 a share, up from 65 cents a share a year earlier.

Airline stocks gave back some of Wednesday's big gains as some investors took the opportunity to book some quick profits. USAir fell 1% to \$22.47, and Delta fell 1% to \$58.47. Delta reported a net loss of \$134m in the third fiscal quarter after taking an \$82.5m restructuring charge. AMR held steady at \$71.

Consolidated Rail dropped 4% to \$52.47 after reporting higher-than-expected quarterly worker injury costs.

On the Nasdaq market, MCI Communications jumped 1% to \$48.75 on news that earnings improved from 51 cents a share a year ago to 56 cents a share in this year's first quarter.

Canada

TORONTO was flat at midday, pressured by losses in the conglomerates group. The TSE-300 index was 0.40 higher at 3,663.50 in volume of 31.6m shares.

Air Canada gained 45 cents to C\$3.60 after the Canadian Competition Tribunal dismissed a bid by Air Canada's rival, PWA, to quit the Gemini reservations system.

Trading in PWA was suspended.

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## EUROPE

## Buba's move takes bourses by surprise

THE Bundesbank's cut in the discount and Lombard rates took markets by surprise and there was a consensus among analysts that Germany might now move a little more quickly in lowering interest rates, writes Our Markets Staff.

The feeling that the German economy is in an even worse state than observers had believed gives added strength to this view and some analysts are looking for a substantial cut in the repo next week.

FRANKFURT edged down during the session but there were strong gains in the post-bourse after the rate cut was announced. The DAX index closed down 0.13 to 1,666.74 in turnover of DM5.9bn.

In post-bourse trading, banks gained on hopes that lower interest rates would help profit margins. Mr Hans Peter Wodnick at James Capel said that insurance companies, which held large bond portfolios were also beneficiaries of the rate cut.

However, some analysts doubt that the equity rally will last, as monetary easing itself indicated that the central bank

remained pessimistic over the economy. Mr Nigel Longley of Commerzbank said that while the cut spurred activity by dealers in after market trading, genuine investors remained inactive.

Volkswagen rose DM10 to DM331, after a presentation in London on Wednesday, while Daimler-Benz advanced DM8 to DM575 and BMW gained DM2.5 to DM480.

PARIS regained some of the week's losses although activity was reported to have been unenthusiastic ahead of today's end of the account. The CAC-40 index rose 12.50 to 1,944.46, but off the day's high of 1,955.10, in turnover of FF6.6bn.

There is a view in some quarters that with many institutions already heavily overweight in France there is unlikely to be a rush to buy at present. Investors are also waiting for the privatisation programme to get underway.

Peugeot strengthened FF5 to FF42 after its 1992 results came much in line with expectations and hopes of a better performance in 1993. Suez

## FT-SE Actuaries Share Indices

THE EUROPEAN SERIES

Hourly changes

FT-SE 100 1156.28 1156.59 1156.56 1156.19 1156.72 1156.33 1156.25 1156.30

FT-SE 200 1224.40 1224.42 1223.32 1226.25 1226.96 1227.13 1227.21 1224.90

FT-SE 100 1157.71 1158.12 1158.59 1159.01 1159.01 1158.40

FT-SE 200 1224.52 1224.73 1224.73 1224.73 1224.73 1224.73

Index value 1000 (1989=100) 1156.54 200 1224.52 London 100 1156.54 200 1224.52

dipped FF7.70 to FF308.80 after a negative analysts meeting on Wednesday while Lafarge slipped FF11 or 3 per cent to FF336.50 as investors reacted to its terms for taking control of Asland of Spain.

MILAN decided that two days of slide was enough and prices picked up as efforts continued to decide on the future shape of the Italian political scene. The Comit index rose 0.03 or 1.9 per cent to 528.20.

The Bank of Italy's move to cut its discount and Lombard rates came after the market had closed. The decision surprised analysts who had not expected any movement in Italian rates until after the formation of a new government.

The bourse was led higher by Fiat which fixed L350 or 5.4 per cent higher at L6,760 before easing to L6,745 after hours. The rise followed continued speculation that the carmaker planned a strategic accord with Renault and several buy recommendations.

Companies in the Ligresti group also put in a strong showing. Premafin, the holding company, rose L390 or 8.2 per cent to fix at L5,140 and rose L5,300 after-hours while Grassetto, the construction group, rose L310 or 5.6 per cent to L5,810. Analysts suggested that the rises were the result of the continuing restructuring of the group.

ZURICH had a mixed day

## Dublin enjoys thrills of the roller-coaster

Falling interest rates and overseas demand are driving equities, reports Tim Coone

THE Irish stock market has had all the thrills of a ride on a funfair roller coaster over the past six months, and all the unpredictability of Irish weather.

The cries of alarm and dire predictions of deepening gloom in the autumn of last year, as the market plunged to a four-year low, have since been replaced by squeals of delight and forecasts of better to come as the ISEQ overall index bottomed out and has since climbed rapidly to a three-year high.

It has gained 30 per cent since the end of December, half of that in March alone, and a remarkable 45 per cent since the four-year low last October, making Dublin one of the world's best performing markets this year to date. It eased 2.47 yesterday to 1,554.27.

The crucial turning point was the punt's devaluation at the end of 1989 and the steady fall in interest rates since then, which has brought a burst of optimism flooding through analysts' forecasts.

Financial stocks such as Bank of Ireland and AIB have bounced back particularly strongly, the sector advancing 38 per cent in the year to date; while food shares such as Avonmore, Waterford, and Golden Vale have also outperformed the market as a whole, as has the blue chip construction stock CRH and a number of second line industrials.

The ERM crisis in the autumn of last year, which threw the Irish currency into crisis and interest rates soaring, had been particularly depressing for the financial stocks and for companies trading in the US. But with that cloud now lifted, recovery has been strong, with the potential for more to come.

Mr John Horgan, head of research at Riada stockbrokers in Dublin, comments: "The market is still 20 per cent below its all-time high and price-earnings multiples are 13 for 1993, while they are 17 in the US and 15 in the UK."

He says a promising economic outlook over the next two years, combined with favourable technical factors, "could mean that there is still some 15 to 20 per cent to go and could make this year an exceptionally good one for the market."

Two technical factors are particularly significant. From May 1, Irish stocks will be included in the Morgan Stanley Capital International index, which will serve to attract additional US funds into the market. Secondly, when Dublin money market rates were very high in January, there were heavy redemptions of unit-

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linked funds, making the Irish institutions forced sellers. That position has now been reversed, and Irish institutions will again be net buyers of stock at the same time as there are few expectations of any of the leading Irish stocks coming

to the market with new issues in the months ahead, keeping supply of paper tight, while demand remains firm.

A more cautious note is being sounded by Davy stockbrokers in Dublin. They say much of the bull market of the past two months has been driven by overseas buying, and those stocks which have attracted most interest "no longer look unduly cheap by international comparisons... we find it difficult to see how the market as a whole can push significantly ahead from these levels without inducing some overseas profit-taking."

Further ahead, however, Davy is forecasting that interest rates will fall a further 2 to 3 percentage points to around 6 per cent in 1994 and GNP growth will recover to 4 per cent next year, "which should be sufficient to allow the mar-

ket to make further and significant gains on a 12 to 18-month view."

Mr Robbie Kelleher, head of research at Davy, says: "We remain strategic bulls. There is a very benign picture of the economy emerging over the next 18 months."

Mr David Kingston, chief executive of Irish Life, Ireland's largest fund manager, is also bullish and says he is "generally optimistic that interest rates will continue to fall over the next two years."

Under such a scenario, overall earnings growth in the Irish market is forecast to be in the region of 20 per cent over the next two years, giving a 1994 p/e forecast of around 11 which will continue to offer bargains for those that like the thrill of Dublin's roller-coaster ride.

Source: FT Graphicals

Indices released

130 Ireland ISEQ Overall

125 Europe FT-A World Index

120

115

110

105

100

95

90

95

100

105

110

115

120

125

130

135

140

145

## ASIA PACIFIC

Tokyo continues slide as  
Singapore returns to peak

## Tokyo

LATE profit-taking, coupled with futures sales as a hedge against the yen's extended advance against the dollar, pushed equity prices lower for a fifth consecutive session in light volume, writes Wayne Aponte in Tokyo.

The Nikkei average ended 181.70 down at 19,591.31, after an intraday low of 19,557.78 and a high of 19,616.80. The broader Topix index of all first section stocks lost 9.53 to 1,833.03, but in London the ISE/Nikkei 50 index firmed 2.00 to 1,202.15.

Volume was estimated at 380m shares, compared with Wednesday's 395m. Losers outpaced advances by 721 to 318, with 133 issues unchanged.

Foreign exchange considerations again dominated equity trading in Tokyo. Market participants sold and bought shares in tandem with the rise and fall of the yen, which finally settled at ¥110.20 to the dollar. While uncertainties about the stability of the yen remain, investors are expected to continue to take profits.

Chart analysts predict that the Nikkei will test its 25-day moving average of 19,463.44 in the short term. Below this level, however, buy orders from government-managed public funds are likely to serve as a support for share prices.

Mr Shigeru Akiba, director of yen equity trading at UBS Securities, said afternoon sales of futures contracts triggered arbitrage-related selling that pressured the cash market.

Nippon Telegraph and Telephone, which has led the Tokyo market, receded ¥44,000 to ¥893,000, the first time it has

settled below ¥900,000 since March 31.

NTT-related shares also moved into negative territory. Fujikura, the electric wire and cable manufacturer, dropped ¥37 to ¥911, while Mitsubishi Cable declined ¥34 to ¥886.

Profit-taking pushed the high-technology sector lower. NEC fell ¥16 to ¥821, Mitsubishi Electric ¥10 to ¥848 and Hitachi ¥7 to ¥832. Motor-related shares lost ground. Honda weakened ¥80 to ¥1,410, while Toyota shed ¥10 to ¥1,530.

In Osaka, the OSE average slipped 85.57 to end at 21,450.23 in volume of 27.5m shares.

Roundup

PACIFIC Rim markets turned in a mostly strong performance. Recent strength in Singapore and Kuala Lumpur has been attributed to portfolio adjustment on expectations that the Morgan Stanley Capital index, presently combining the two markets, will be split at the beginning of next month, some analysts said.

SINGAPORE returned to its record-setting ways as low interest rates continued to boost liquidity. Buyers focused on lagging small-capital stocks and warrants. The Straits Times Industrial index rose 3.15 to 1,773.21. KUALA LUMPUR ended its four-day rally with a dip in the composite index of 0.25 to 891.45.

TAIWAN surged ahead as the government was poised to tighten the Copyright Law, in a move to avoid trade retaliation by the US, which had been demanding stricter controls on protecting intellectual property rights.

The weighted index

settled below ¥900,000 since March 31.

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The weighted index

settled below ¥900,000 since March 31.

NTT-related shares also moved into negative territory. Fujikura, the electric wire and cable manufacturer, dropped ¥37 to ¥911, while Mitsubishi Cable declined ¥34 to ¥886.

Profit-taking pushed the high-technology sector lower. NEC fell ¥16 to ¥821, Mitsubishi Electric ¥10 to ¥848 and Hitachi ¥7 to ¥832. Motor-related shares lost ground. Honda weakened ¥80 to ¥1,410, while Toyota shed ¥10 to ¥1,530.

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